

**WOMEN AND THEIR RELATIONSHIP
TO POWER:
STILL A TABOO OR A NEW CORPORATE
GOVERNANCE MODEL?**

by Viviane de Beaufort

**Interviews undertaken
in partnership with
Boyden Global
Executive Search and
in collaboration with
Women In Leadership
(WIL), The Alumni
«Women Be European
Board Ready», Epso
Coaching, Dunya
Bouhacene, Maryse
Dubouloy, Camille
Ferté, Lucy Summers**

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INTERVIEWS**

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- > ESSEC Group
- > European Women In Leadership (WIL)
- > Epso Coaching (Carmen Peter)
- > Alumni « Women Be European Board Ready » & Le Cercle Gouvernance et Equilibre
- > Dunya Bouhacene, Maryse Dubouloy, Camille Ferté, Lucy Summers

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CONTEXT OF THE STUDY

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The « feminisation » of Boards should be a vehicle for change and provide businesses and organizations with more diversity (of gender), and therefore greater efficiency. Promoting women to positions of power in this way is only desirable if women can bring their added value in terms of skills and «feminine» values. In this regard, «the discourse that depicts gender equality as a natural evolution is at odds with the reality that for women and men ... achieving a greater acceptance of equality involves a change in mind-set ... a fight against the fierce persistence of stereotypes with respect to gender”, says Françoise Holder . Among the persistent stereotypes, women’s relationship to power is a key starting point.

The purpose of this study, through conducting qualitative analysis, is to attempt to prove or disprove a number of assumptions made in too few studies on the subject and perhaps to fight some of the ideas developed (stereotypes). The analysis was conducted in France, but also throughout the world, in order to be able to capture a potential cultural bias. It is necessary to make some assumptions about the construction of a mixed model to integrate the feminine quotient in the enterprise and organizations (Agnes Arcier) in the future.

Président of the « Women Equity Committee » of the MEDEF, F. Holder introduces the study of stéréotypes led by IMS in mai 2012.

The results of the study will be first unveiled at the Women’s Forum in October 2012, in collaboration with Lenovo. Subsequently, several events and debates are planned in both circles of governance (IFA, November 29 2012, MEDEF Parity Commission) as well as among Women’s Networks (WIL in Brussels in Autumn, Financi’Elles, Cercle Inter Elles, etc). The whole study including some more elements on functioning on boards

The Author



Viviane de Beaufort is a Professor at the leading European Business School ESSEC, where she is also the Director of the law faculty and Co-Director of the European Center Law and Economics. She holds a Doctorate in European Community Law from the University of Paris I - La Sorbonne, a Master in Political Science from the University of Paris X, as well as an Advanced Diploma from the Centre for European Economics Studies.

Viviane de Beaufort is the author of several publications and conferences on Corporate Law, where her main research interests lie in the fields of Corporate Governance and Institutional Issues. She is also actively involved in European Public Affairs, being an integral member of several Think-Tanks, as well as an experienced and respected lobbyist, notably specialising in the areas of Competition law and Corporate Governance Issues. As the creator and Academic director of Women-ESSEC programmes (including «Women, Be European Board Ready»), created with the support of the Women's Forum, she is committed to the progression of Women, Gender and diversity Issues. Considered an expert in the fields of Corporate Governance and Gender Issues, she is continuously engaged in academic research on these issues.

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The Collaborators

BOYDEN,
ACADEMIC
PARTNER

Boyden
global executive search

BOYDEN is an executive search firm with one of the most extensive networks in the world, present in over 40 countries with more than 70 offices organised in specialized industry practices; its consultants possess an excellent knowledge of the world of international managers.

BOYDEN is driven by

an entrepreneurial and civic spirit and would like to contribute to the evolution of ethical management in business and in society. Thus it is natural that BOYDEN would want to associate itself with the reflection on the role of women in business, a key issue in the years to come, and collaborate with the study

«Women and Power», led by Viviane de BEAUFORT, a professor at the ESSEC business school who leads the ESSEC programme «ESSEC Women be European Board Ready», by placing its international experts at the disposal of the study in order to provide an international approach.

For more information, please visit

E-mail Boyden France : boyden@boyden.fr

Boyden Corporate : www.boyden.com

ESSEC BUSINESS SCHOOL WOMEN BE EUROPEAN BOARD READY



ESSEC, Ecole Supérieure des Sciences Economiques and Commerciales (Higher Institute of Economic and Commercial Sciences), founded in 1907, is one of the world's top management schools. With 4,400 students, a wide range of management training programmes, partnerships with the world's greatest univer-

sities, a network of 40,000 alumni, and a Faculty comprising 141 full-time professors who are recognised both for the quality and influence of their research, ESSEC continues to foster a tradition of academic excellence and a spirit of openness in the fields of economics, social sciences and innovation. ESSEC has long considered

the issues of sustainable development, diversity and social responsibility of utmost importance in Corporate Training Programmes and in academic research. The work and training initiatives of Professor Viviane de Beaufort's Executive Courses on diversity and gender issues, are thus cohesive with ESSEC's focus on diversity.

For more information regarding :

ESSEC Business School : www.essec.fr

Programmes WOMEN - ESSEC : <http://formation.essec.fr/formations-courtes/women>

EUROPEAN WOMEN IN LEADERSHIP (WIL)



The European Network for Women in Leadership (WIL) is a blue ribbon panel of high-level women across Europe from various industries, European and Member States high-civil service, members of the European Parliament, nongovernmental organizations and academia. WIL members actively leverage women's participation in leadership, by engaging with key decision makers and bringing forward our solutions for today's critical issues, while transversally touching gender-related topics.

For more information, please visit :
www.wileurope.org

EPSO COACHING



EPSOCOACHING is an executive coaching and training company based in Brussels and working internationally. The company, founded and directed by Carmen Peter, specialises in human side of management, the, so called, "soft skills giving such a hard time". The company develops and delivers training and coaching programmes centred around

these «human skills», whilst at the same time driving performance excellence. EPSO COACHING works particularly within the European Institutions: Commissioners, Directors General, Directors, Heads of Unit, but also managers and administrators. EPSOCOACHING also has training courses dedicated to preparing candidates for the "Entry Exams" into the European Institutions.

For more information, please visit :
www.epsocoaching.com/fr/

MARYSE DUBOULOY DUNYA BOUHACENE, CAMILLE FERTÉ, LUCY SUMMERS

D. Bouhacene, founder and President of Women Equity for Growth, contributed to the proof-reading of the study.

M. Dubouloy, Professor teaching Human-Resources at ESSEC Business School & psycho-clinician, helped guide the development of the Interview Questions and oversaw the Interview trial stage.

C. Ferté and L. Summers, both students at ESSEC Business School, assisted Professor de Beaufort as Research Assistants.

ALUMNI OF « WOMEN BE EUROPEAN BOARD READY »

The Alumni of the Programme WOMEN BE EUROPEAN BOARD READY (32) were asked to reflect upon the theme of Women and their relationship to power through group coaching sessions, which had been integrated into the training programme, and led by Ingrid Bianchi. They subsequently participated in a brainstorming session on the findings of the study on September 20, 2012 with the Cercle Gouvernance & Structure, a think tank.

Summary, objectives

«The company is a place of social and societal power ...» (Eugene Enriquez, *Games of power and desire in Business*). The rise of women in places of power calls on a look at their relationship to power, as western culture imposes a «masculine» model which includes a certain number of behavioural traits ⁽²⁾ : not showing weaknesses or emotions, being a winner... so many norms which condition the relation to power in a company ⁽³⁾, and also more generally in an organisation, in politics, etc. These norms generate automatic stereotypes ⁽⁴⁾, concerning women and power (for example anger is perceived differently depending on who is expressing it: for a woman it is 'hysteria' and for a man a 'sign of authority'. These cultural norms lead to a quest for power for power's sake: the power to «be», as opposed to the «feminine» model of power meaning 'to do' and 'be able to do'. This "feminine" model does not imply a quest to gain power and benefit from it, but to exercise it in the common interest, for the collective well-being, with a developed sense of personal responsibility towards others. As power is more or less a taboo subject for women...we start with the principal that a certain number of women have been led to give up their power as conceived in the dominant model, whilst others have had to adopt and fit into the dominant model in order to reach the circles of power. Those who have attempted the

exercise are nevertheless legitimate in their actions either by legal norms (in France the law promotes the feminisation of Boards), or by good management principals and prescriptions of 'mixing' and actions in the context of Corporate Social Responsibility, etc...

The «new» candidates proceed with certain objectives about which we are making the following hypothesis: the desire to access high level positions out of the belief in the exercise of collective power, which allows change and to transform the system. The confrontation with reality of power can lead to them giving it up or conforming to the dominant model (with more or less difficulties and suffering as this represents a transgression from the ideal scenario, which explains why certain female directors sometimes gain the reputation of being "machos"). Other female executives manage to create a model combining male and female values (it is this model which is applied by those male directors who have themselves evolved in their approach). The dominant HR literature suggests that the ideal manager of either gender must henceforth be able to blend the male skills (charisma, leadership, impartiality, decision making capability...) with the female (relationality, empathy, listening, organization, knowledge...): Does this lead to a blended model incorporating the female quotient? ⁽⁵⁾

⁽²⁾ **W. Pollack, Real Boys** New-York, **Henry Holt and Company**, 1999 **R.F. Levant, K. Richmond** "A Review of Research on Masculinity Ideologies Using the Male Role Norms Inventory", *The Journal of Men's Studies*, vol 15, N°2, March 2007, PP.130-146. Cf aussi **M. Kimmel**, *The Gendered Society* (New-York, Oxford Press University, 2004).

⁽³⁾ **D.L. Collinson, J. Hearn**, "Breaking the Silence on Men Masculinities and Management" in *Men as Managers, Managers as Men, Critical Perspectives on Men, Masculinities and Management* (London Sage, 1996, PP. 1-24).

⁽⁴⁾ **V.L. Brescoll, E.L. Uhlmann**, "Can an Angry Woman Get Ahead? Status Conferral, Gender and Expression of Emotion in the Workplace", *Psychological science*, vol 19, N°3 (March 2008)p .268-275.

⁽⁵⁾ "Le quotient féminin de l'entreprise, question de dirigeants (The female quotient in the enterprise, a question of management), éditions Village mondial, **Agnès Arcier**, 2002



Methodology

After a review of the academic literature (see bibliography) that gave rise to the development of a number of assumptions about the complicated relationship women have with power, a qualitative study was conducted in order to support or invalidate these assumptions. Once analysed, these interviews were the basis of a Collective Workshop with Women's Networks, comprising of Executive Business-Women, in order to further develop an accurate analysis of the study.

The subject rests a taboo: for many of women, power has certain connotations. For those who have strong aspirations, there is a fear and/or the desire to do things differently ... It is this possible trend that particularly interests us: women, now known to be more numerous in positions of power, will they do something else?

The study draws its' primary research from the testimonies of Board Members who, by appointment, or because of their position, hold a position on a Board of Directors or a Supervisory Board. The choice was made to interview two Executive and non Executive Board Members because their mission are different: supervision or action.

Women from the political scene, as well as Senior Public Servants were also incorporated into the study to provide a different perspective. The study was conducted partially in France, mainly due to the recent legal intervention, which has been hailed as rather comprehensive in terms of the evolution of diversity initiatives. The study was also conducted in Europe and in other countries world-wide, in order to identify the extent of a cultural bias when it comes to power and its attributes.

A qualitative questionnaire was used to interview 49 women from different population. The two main groups are either Board Members or Company Directors, both in France and Abroad.

- > **Board Members and Company Directors in position in France**
- > **Board Members and Company Directors in positions Abroad**
- > **Candidates in power (collective workshops)**
- > **Senior Civil Servants and Politicians**
- > **Experts**

Finally, Collective Workshops were conducted in order to discuss and reflect upon the findings of the study based upon the individual interviews. These two workshops were held by the Alumni of the Programme Women Be European Board Ready and Gouvernance et Equilibre (ESSEC, France), and the Women's Network WIL (Europe), in order to further enrich the analysis of study before publication.

LIST OF INTERVIEWS

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France

BOARD MEMBERS AND COMPANY DIRECTORS IN FRANCE

>01 Anonymous 1

Board Member of numerous french large companies.

>02 Anonymous 5

Board Member of numerous french large companies.

>03 Nathalie Balla

CEO of La Redoute (Redcats Group).

>04 Agnès Bricard

Founder and President of the Accounting Firm Bricard, Lacroix & Associés, President of French Public Accountants' professional organisation, Vice-President of Club Action de Femmes.

>05 Barbara Dalibard

Managing Director of SNCF Voyages. Board Member of Wolters Kluwer NV, Compagnie Générale des Établissements Michelin SCA, GlobeCast Holding SA, and Michelin SA.

>06 Diaa Elyaacoubi

CEO of Streamcore System France. Board Member of Ingenico France.

>07 Delphine Ernotte-Cunci

Deputy CEO of France Telecom-Orange, Senior Executive Vice President of Orange France, Board Member of Suez Environnement.

>08 Anne-Sophie Fauvet Mulliez

Board Member at Pimkie, Member of the Decathlon Foundation, Member of the Managing Committee of l'AFM.

>09 Catherine Ladousse

Executive Director of Corporate Communications EMEA at Lenovo.

>10 Colette Lewiner

Chairwomen of TDF, Energy Advisor to Capgemini. Board Member of Bouygues, Colas, Eurotunnel, Lafarge, Nexans, and TGS-Nopec Geophysical Company.

>11 Sabine Lochmann

General Manager of Strategic and Governmental Affairs at Johnson & Johnson Medical Company, President of the Association Avenir Femmes Sante, Member of Women In Leadership.

>12 Nathalie Mesny,

CEO of Oxybul Eveil & jeux.

>13 Hélène Molinari

Deputy Managing Director of the MEDEF (Movement of the Enterprises of France). Supervisory board Member of Lagardère Groupe.

France

BOARD MEMBERS AND COMPANY DIRECTORS IN FRANCE

- > 14 Sylvie Ouziel**
CEO of Allianz Managed Operations & Services SE (AMOS SE).
- > 16 Stéphanie Paix**
President of the Board of la Caisse d'Épargne Rhône-Alpes (Groupe BPCE). Board Member of Natixis and of Crédit Foncier de France.
- > 17 Isabelle Seillier**
Chairman of JP Morgan France. member of EMEA Executive Committee and EMEA IB inclusive Leadership Council (Diversity Council), Board Member of Europlace Paris and of AFB, Danone and Club Méditerranée.
- > 18 Pascale Sourisse**
Senior Vice-President for the Land and Joint systems division at Thales Group. Board Member of Telecom ParisTech School, Vinci, Renault and DCNS.
- > 15 Laurence Paganini**
Former Deputy Manager of Marionnaud and 3 Suisses.

SENIOR CIVIL SERVANTS AND FEMALE POLITICIANS

- > 19 Agnes Arcier**
Director of ADETEF Bercy (The French international technical assistance agency of the Ministries for the Economy, Budget and Sustainable Development), Founder of the French Female Board Members Association "Administration Moderne".
- > 20 Sophie Auconie**
Member of the European Parliament for the French constituency "Massif-Central-Centre", Member of the National Council and Executive Committee of "European Movement - France". Co-founder and Chair of the Association "Femmes au Centre" ("Women in the Centre").
- > 21 Isabelle de Kerviler**
Partner at Cailliau Dedouit and Associates, Financial Expert for The Court of Cassation (The Highest Court in France), Counsellor for Paris (1983-2001), Member of the Economic, Social and Environmental Council of France (CESE), Vice-President of the « Economic Activities » department.
- > 22 Marie-Jo Zimmermann**
French Member of Parliament, for the Union for a Popular Movement (UMP) party, Vice-President of the parliamentary delegation on women's rights.

EXPERTS IN FRANCE

- > 23 Ingrid Bianchi**
Founder and Director of Diversity Source Manager.
- > 25 Maryse Dubouloy**
Associate Professor - Management Department at ESSEC Business School, Consultant/Coach at Réseau Pluridis.
- > 26 Emmanuelle Gagliardi**
Associate Director of Connecting Women, Director of the magazine L/ONTOP.
- > 27 Valérie Rocoplan**
Founder and Director of Talentis (Executive Coaching International). Executive Coach.
- > 24 Dunya Bouhacene**
Founder of Women Equity for Growth.

France

WOMEN IN POWER (COLLECTIVE WORKSHOPS)

- > **The Alumni** of the Advanced Certificate Programme « Women Be European Board Ready » - Thursday 20 September
- > **The Network WIL** - Friday 21 september

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS ABROAD

- > **28 Isla Ramos Chaves**
Executive Director of Europe, Middle East & Africa Business Transformation at Lenovo. (Spain)
- > **29 Janet Clark**
Executive Vice-President and CFO of Marathon Oil Corporation. Board Member of Marathon Oil Corporation, Dell and NGOs. (The United States)
- > **30 Ai Lian Fang**
Board Member of: The Institute of Policy Studies, NUS Business School, Singapore Management University, Public Utilities Board, International Enterprise Singapore. (Singapore)
- > **31 Katherine Garrett-Cox**
CEO and Chief Investment Officer & Director of Alliance Trust Asset Management Ltd. (United Kingdom)
- > **32 Anne Gripper**
CEO of Triathlon Australia. (Australia)
- > **33 Carina Hellemaa**
Partner of Sagacitas Finance Partners Oy. Founder, Managing Partner of C.Hellemaa & Co. Non-Executive Board Member of Swedish mining company Endomines AB. (Finland)
- > **34 Anne Korkiakoski**
Member of the Executive Board, Executive Vice President, Marketing and Communication of Kone. (Finland)
- > **35 Gao Lan**
Vice-President of Human Resources for China, Asia-Pacific & Latin America at Lenovo. (China)
- > **36 Kristin Skogen Lund**
Executive Vice President and Head of Digital Services & Nordic of Telenor Group. (Norway)
- > **37 Sally Macdonald**
CEO of Orotan Group. (Australia)
- > **38 Galya Frayman Molinas**
President of Turkey Coca Cola Company. Member of the Women's Leadership Council. (Turkey)
- > **39 Margareth Oevrum**
Executive Vice President Technology, Global Projects, Drilling and New Energy Business Areas of Statoil ASA. Member of the Boards of Atlas Copco AB, Sweden, Private Equity Company Ratos AB, Sweden, and the Norwegian Research Council. (Norway)

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS ABROAD

- >40 Gülseren Onanç**
 Politician, CHP
 (Republican
 People's Party) -
 Major opposition
 social democrats.
 (Turkey)
- >42 Gülden Türktan**
 President
 of Women
 Entrepreneurs
 Association.
 Board Member
 of Kagider. She
 has served at
 the International
 Investments
 Association of
 Turkey four years
 as the Board
 member and
 Vice-Chairman
 of the Board.
 (Turkey)
- >43 Olga Vysotskaya**
 Partner at PWC,
 was a Board
 member of
 KIT Finance, of
 EM-Alliance.
 Independent
 member of Audit
 Committee
 of Group of
 companies
 "Alexander".
 (Russia)
- >41 Natalya Sindeeva**
 Managing
 Director of
 the digital TV
 Channel "DOZH
 OF" (RAIN).
 (Russia)
- >44 Sandra Wellet**
 Vice President
 of Global Supply
 Chain for Europe,
 Middle East,
 Africa at Lenovo.
 (United Kingdom)

SENIOR CIVIL SERVANTS OF THE EUROPEAN UNION

- >45 Anne Houtman**
 Head of
 Representation
 in France at
 the European
 Commission.
- >47 Anonyme 3**
 Head of Unit at
 the European
 Commission.
- >46 Anonyme 2**
 Advisor to a DG
 at the European
 Commission.
- >48 Anonyme 4**
 Director of a DG
 at the European
 Commission

EXPERTS ABROAD

- >49 Carmen Peter**
 Founder and
 Director of EPSO
 Coaching.
- >50 Thaima Samman**
 Partner at
 Samman Law
 Firm, President
 of the European
 Network for
 Women in
 Leadership (WIL).

INTERVIEW TEMPLATE

5

NOTE :

To facilitate the exercise :

Numbering 1, 2, 3, 4 of categories :

ADM/ Directors/ Politicians/ Senior Public Function holders.

As the questionnaire is long it can be flexible in its use, according to the degree of relevance of the questions to the profile of the interviewee; the questions dimmed are the most important.

ABOUT YOU

- 1** What do you consider to be the major milestones in your career?
- 2** What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)? Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

WOMEN ON BOARDS

- 3** Which elements favour (facilitate) the entrance of a woman into a Board? (1)
- A** What role does the law play in the quotas for women in Boards?
- B** How much influence does the professional background/expertise/participation in an Executive Committee have?
- C** Are there any external factors which have helped (quotas in politics)?
- D** What are the obstacles?
- E** To what extent have your skills, expertise, background, academic qualifications helped? (2,3,4)

THE ROLE OF WOMEN ON BOARDS

- 4** What do you believe is the role of a Non-Executive Director? (The idea is to obtain an explanation of the different roles, and prompt if some are "forgotten". The goal is to obtain a general response, before going into detail. Goal is to ascertain views on the relationship between control and vision for the future).
- A** Which one is the most important to you? Why?

B Which one do you enjoy the most?

C Which is the most difficult? Why?

5 In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

YOUR ROLE ON A BOARD

- 6** How do you conceive your role and mission? (2,3,4) What is the most difficult?
- 7** Are you confronted with short or long-term opposition and how do you deal with this?
- 8** Do you consider yourself as the guardian of the sustainability of the company?
- 9** Do you think you contribute to change? Are there any changes which you feel more strongly about? (The objective is to see which level of importance is placed on Corporate Social Responsibility, long-term control, ethics, prompt on these subjects if necessary).
- 10** Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?
- 11** Who do you represent if you represent someone?
- A** How much autonomy do you have in decision-making?
- B** Do you align consistently with certain individuals or groups on a Board? (We are exploring the ability to judge and make decisions autonomously in relation to authority and hierarchy). (1,3,4)





PARTICULAR FEMALE QUALITIES

- 12** Do you think women have particular qualities? Generally they reply no but when they talk about the way they do and say things, they point out that women are more this or that (communication, sensitivity to human beings, rejection of open conflict, negotiation, courage, team spirit...). If yes, what are these qualities?
- 13** Do you think the fact that you are a woman has any effect on your role or your stature?
- 14** Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

SIGNIFICATION OF TERMS

- 15** What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example influence/ give example; courage/ give example? Are you able to distinguish or find a link between them? This will facilitate the responses a little to this difficult question. Often they will find it difficult to explain the difference... It is important that they give examples as this helps clarify ideas. Don't force them to want to provide «the right definition». We are more interested in their personal interpretations. Try to identify implied positive and negative connotations. **(This is the most important question).**
- 16** Do you think power isolates?
- A** What is the link between power and responsibility?
- B** Which are the limits to power, legal or moral rules, which affect the exercising of power?

WOMEN & LEVEL OF IMPORTANCE OF ASPECTS

- 17** Which means do women (more particularly) have at their disposal to influence the positions of those around them?
- 18** What is the importance of the formal and the informal?
- 19** The role of being connected/networks? Alliances?
- 20** Does complicity/solidarity among women exist?

- 21** Is there sometimes competition?
- 22** The relation to the Director (Managing Director, President, Party Chief)?
- 23** What importance do rules have in an organisation? (1) Within a Board?
- 24** Are there any (rules) which you adhere to particularly? Which ones?
- 25** Are there any rules which are not respected? Which ones? Why in your opinion? What is your reaction?
- 26** What significance does a company's ethical behaviour have for you? (1,2)
- 27** Where do you stand concerning a conflict of powers?
- 28** Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)? If yes, on which occasions? On which points? What happens in general?
- 29** Power and courage, what does that evoke?
- A** Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)? Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4)
- B** What would you like to change in the system?

ANY OTHER COMMENTS?

CVS & INTERVIEWS

6

You will find below named interviewees or kept anonymous (according to the privacy constraints required by Boyden)

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW

Isla RAMOS CHAVES

Executive Director of Business Transformation – EMEA at Lenovo Spain



Isla was born in Spain and studied in UK and Madrid. She has a Degree in Business Administration and General Management MBA at ESADE. In 1995, Isla joined IBM, where she worked in the SW business for 8 years on several positions: sales, operations, an international assignment and then became Manager for Channel and SMB for SW. In 2003, she moved to the lead PC business for IBM Spain, acquired by Lenovo in 2004 and led the spin off into the new company as General Manager for 3 years. Mid 2007, she moved into an international position as Director of Strategy and Business Operations and was promoted to Executive Director for Lenovo. In April 2011, Isla took responsibility of Executive Director Business Transformation at an international level to lead the process reengineering and business model implementation for Lenovo. Isla is part of social responsibility projects and talent development in collaboration with her former business school.



INTERVIEW

ISLA RAMOS CHAVES, Executive Director of Business Transformation – EMEA at Lenovo

INTERVIEW

ISLA RAMOS CHAVES

1. What do you consider to be the major stages in your career?

Explore and understand work environment: First experiences with work environment: During university and just after university. These experiences were more about exploring and understanding work environment, content was not so relevant. Career content: Marketing and sales professional. This stage was all about starting to take career steps in a certain path. For me this included a 3 year international assignment. Managing people: the phase of moving from a professional to a manager was a critical turning point in my career. Development stage: 2nd line manager and Executive Director

2. What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)? *People development and capacity to drive change and improvement are high up my priority list and I feel becoming an ED has got me closer to that. Drive to be able to "influence the outcome is important to me. I never drove to become an ED as a clear game plan, only looked for the opportunity to have a position that would allow me to influence and develop people independent of which position I could do that from.*

3. Which elements favour (facilitate) the entrance of a woman into a Board? (1)

I think the need for change and transformation usually drives entrance of women in a board. Also or specially, when there is need to change some deeply embedded dynamics in organizations.

What role does the law play in the quotas for women in Boards?

I think it has favoured awareness and pushed people to discuss and consider which is positive. That said, I think it should not be imposed as it can create a negative bounce back effect on credibility.

How much influence does the professional background/expertise/participation in an Executive Committee have?

I believe both hard skills (specific area expertise...) and soft skills (leadership styles...) are the key elements for participation in an executive committee.

C. Are there any external factors which have helped (quotas in politics?) (2,3,4)

The realization that 50% of talent is female, hence need for female presence to tap into talent pool. 50% of the market (customers) is women. Awareness that female talent needs a different kind of support to develop (not more, just different) but effort to have specific development perspectives pays off clearly in other gains (this is true for men too of course)

4. What is the role of a Non-Executive Director? (1) Strategic guidance, Vision, creation, mission determination and support of continuous improvement.

Which one is the most important to you? Why?
All are important to me but probably strategic guidance is the most key (because it's the perspective that is unique to this role)

Which one do you enjoy the most?
Support of continuous improvement

C. Which is the most difficult? Why?

Vision creation is the hardest for me as it is not only creating vision for you, it's also making others understand and follow the vision

5. In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director in relation to action and reflection?

Probably 50/50 depending on circumstances. I guess if I must choose it would be a woman of action but that is more character driven than on purpose. The roles of reflection is key as it is that those driving execution will struggle most with as they will be very focused on action. That said, it is critical to be part of the action to keep the feet on the ground to be able to have meanin-

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gful and constructive input and guidance (risk otherwise is to become extremely theoretical)

6. How do you conceive your role and your mission? (2)

To ensure that objectives of the individuals are aligned with those of the company so there is synergy and win-win situation. What is the most difficult? Are you confronted with short or long-term opposition and how do you deal with this? Do you consider yourself as the guardian of the sustainability of the company? Usually sustainability is driven by long term goals and actions so there is always large pressure between long term and short term . Both are needed , as short term must "fuel" the long term. The important thing is to find how to make them consistent and create a position tension versus a contradictory one.

9. Do you think you contribute to change? Are there any changes which you feel more strongly about?

Yes. Change is a critical part of my role. For me more than the changes themselves it's the direction that needs to be right and the way it is approached.

I feel strongly about how change is done . A lot of the facets of companies and corporations have continuous change so I think it is very important the way in which we manage change , in order to make it a positive and productive experience that creates value for the company and for the individuals. Positive and well managed change will allow improvement to thrive .

To change the way companies relate to their employees and customers is key for the future as with technologies and new ways of working the boundary between work and personal life becomes blurred (work has always been about a lot more than just earning a salary for the individual , its about dignity and occupation and sense of belonging ... this is not new , its only the how we interact with our work that is evolving fast). Therefore we must be much more individualistic and view employee as a individual in order to obtain better engagement in the company vi-

sion, critical for the success of the companies (the workers cannot be only the "hands" as in the Industrial era lived by Ford, we need their hands, brains and hearts as that is what differentiates in the current environment)

10. Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

Not generally but decision making is always hard as it usually implies trade offs. Assuming this , I feel comfortable , its part of every day life .

11. Who do you represent if you represent someone? How much autonomy do you have in relation to this mandate? (1,3,4)

I represent the company in those areas of my competency. I also represent my team. I have significant autonomy in those areas related to my remit and I feel a significant share of voice in the rest of areas.

12. Do you think women have particular qualities?

I think women tend to have some specific qualities. Of course you cannot generalize but I have found women to have higher levels of empathy capability to relate many things more prone to be able to work out flow of things (more comprehensive end to end view: example : we see individual as a person + worker+ father + colleague versus just seeing distinct areas of their life. Less prone to conflict Higher focus on team success (I don't want to say that women are not focused on personal success, its not at all the case, we are very much so. It's the definition of this personal success that is different)

13. Does the fact that you are a woman have any effect on your role or your stature?

I am unsure about this . It varies on the counterpart. In any case, only as an oinital imporession but actually it is usually a positive effect



INTERVIEW

ISLA RAMOS CHAVES, Executive Director of Business Transformation – EMEA at Lenovo



14. Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Yes, certainly but I guess I would not be able to say which is due to gender and which to character

15. What do the following terms mean to you: power/authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

Power: Capacity to act, to influence, to decide. Authority: Formal capacity to impose. Politics: it's the dynamic around obtaining power/influence. It usually has a negative connotation as I would associate it to complicated dynamics to obtain a simple objective but I recognized this is a very negative aspect of it and it can be a good spiral, it's just not usually used like that. Influence: capability to act, decide through others without need for formal authority

16. Does power isolate?

Not necessarily. It does tend to have that effect as power has responsibility and shared responsibility is always hard to manage. Misuse of power certainly does isolate.

A. What is the link between power and responsibility?

There is a very strong link between power and responsibility as power gives capacity to act, influence and decide therefore impacts others and creates responsibility of actions.

B. Which are the limits to power, legal or moral rules, which affect the exercising of power?

Both legal and moral limit power as both defend the rights of others.

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Yes, same as men although we tend to use it less. Women are more timid in showing open preference or non preference towards people around them. I think in general we hate being accused of being biased and go extra mile to always seem fair even if it's not always needed.

18. What is the importance of the formal and the informal?

Both are critical in their context. Informal is often a more practical route, even can be more efficient but will vary on circumstance and what it is we are trying to achieve

19. The role of being connected/networks? Alliances?

Critical relationships are 99% of the work and the capability to influence and make a difference is strictly related to trust which mostly boils down to relationships.

Women do not usually spend a lot of time and energy on their networks and connections but I think this is evolving fast

20. Does complicity/solidarity among women exist?

I would say mostly yes, although usually stronger in women only environments. When surrounded by men we tend to put less focus on this and we don't tend to make it explicit. Usually it's a lot about a connection with certain individuals independent of whether they are men or women, it's more like a sense of loyalty

21. Is there sometimes competition?

Yes, like in any environment but I believe a lot less than men

22. The relation to the Director (Managing Director, President, Party Chief?)

Relationships are usually very professional. Limited focus on relationship to power

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS



23. What importance do rules have in an organization? (1) Within a Board?

Rules (implicit and explicit) are key for a good operation of any board, steering committee.. Its always a way to create some common understanding and homogenous rules in a usually heterogeneous environment

24. Are there any (rules) which you adhere to particularly? Which ones?

Respect and avoid open negative criticism or exposure of defects (non productive).

25. Are there any rules which are not respected? Which ones?

Sometimes some ideas are pushed with a certain justification but the real one is not put on the table.

A. Why in your opinion?

I suppose people just struggle to admit some personal views on things that may not be shared by others so they hide under some wider accepted thoughts to push same agenda.

B. How do you react?

I try and probe to have the real motivation emerge but generally try and hold myself back to avoid exposing people but I get very frustrated

26. What significance does a company's ethical behavior have for you? (1,2)

Its very important to me, specially as a company is made of individuals that represent it and hence their ethics towards individuals is key

27. Where do you stand concerning a conflict of powers?

Would like to avoid conflict of powers by anticipating events but sometimes a little conflict is needed to create positive tension and long as its handled appropriately.

28. Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

Yes. I would assume this is normal in certain positions and would be strange is everyone is always in agreement with everything.

If yes, on which occasions? On which points? What happens in general?

When it happens in my case it is usually because I believe the elements in the thought process to take a decision are not the right ones and a too simplistic or short sighted view is being considered just to get the problem out of the way

29. Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

I think courage is very valued in the higher positions but totally undervalued in the intermediate positions where lack of empowerment leads to limited engagement and accountability. We talk about accountability but confuse it with mere responsibility of achievement of results.

B. Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4), what would you like to change in the system?

I would like to see the concept of accountability spread wider to more levels of the organization, of course each person in their remit. To achieve that higher levels of empowerment and trust are needed

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW X

What do you consider to be the major stages/ milestones in your career?

After a Wharton MBA and two Wall Street investment banks, I joined a small oil and gas company (\$300 M, integrated), then this one ... The milestone being a jump from a small company to a huge one necessitated my realizing that I do not know everything, and it underlined the importance of delegating.

6. What is the vision you have of your role (CFO, CEO, Board Member, etc)? In addition, what obligations do you have for change in the Boardroom or C-suite because of that role?

My main goal is to maximize shareholder value within corporate's values, and to do the right thing for the right reason, within reason. Secondly, my goal is to develop a high-performing team. In 2011, the company spun off its downstream business, approx \$70 B in revenue. Now as an independent company, we have to create a culture and cost structure that works for us and helps us compete in this new arena. With the changing nature of the asset base we evaluate costs and time-frames differently.

In your opinion, compared to men, do women have different styles, approaches and skills regarding management?

If so, please explain?

While I wish to be careful with generalizations, this may be true but with exceptions. Women tend to be more collaborative, better listeners, and less personally ambitious than their male counterparts. Women rarely overreach, where men tend to do so regularly. Women need to be more assertive, and to take more chances. Unfortunately, they take failure more personally, which can cause them to resist future chances.

How would you convey your role and mission?

I believe my job is to be a part of the decision-making process, to seek alternatives and to push back. I do not accept power outright, as it is not about order taking, but collaboration. We execute once a decision is made. How one exerts influence is politics.

What do the following terms mean to you: power/ authority/politics/influence?

Influence is the word that most resonates with me. I want people to want to follow me, versus being forced to follow me. Influence is about informing, persuading and being flexible as circumstances change. Power is one-way communication, and politics is manipulation.

Does power isolate?

Informed power does not isolate as it implies that no one is in isolation, and we get the answers right. People in power don't realize that they don't have to make decisions in a vacuum – it is ok to ask for help.

What is the link between power and responsibility?

Responsibility, when applied to power, provides time to consider alternatives, and solicit input from others. Women tend to have less ego around this matter and are more willing to ask for help.

What means, if any, do women have at their disposal to influence those around them? Please provide examples.

Ask questions and generate dialogue. It is more important to arrive at the right decision than to dictate the answer. My attempt at achieving this is to hire the best people, treat their ideas with respect, engage them in the conversations and maintain a safe place to exchange ideas. I welcome different points of view and believe my CEO appreciates that I bring them to the table. Good leaders, regardless of gender, create an atmosphere where it is ok to ask for help.

26. Do you feel a stronger obligation to ethics or social responsibility than your male counterparts?

My company exhibits and lives its values, such as safety and shareholder value, so it is not hard for our leadership to feel obligated to morality. However, when I read the paper about a corporate scandal or corruption, 90% of the time men perpetrate it.

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What do you consider to be the major milestones in your career?

So far as I am aware, I was the first female partner of a major accountancy firm in Asia, and subsequently the first female country managing partner in the world.

I consider myself to be lucky to have been able to leave on a voluntary basis.. So many talented people I know have been asked to leave (before they reached partner retirement age). (RW comment – unusual that the method of departure should be highlighted as a milestone)

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

Having had a first career in executive management, I consciously wanted to transition to a second career in a non-executive role I viewed it as a natural transition to move into a board role. Especially so in light of me professional background in compliance and governance. It seemed to be an obvious appropriate application of my experience and expertise – to provide direction and oversight to executive management.

What forces have enabled (facilitated) women's ability to become Board members? (1)

First of all, 50% of the overall (Employment) market place are women. Half of consumers are also women. There is now a more even sharing of various tasks between the genders.

To what extent have your skills, expertise, background, education helped in securing your selection to a Board?

All of the above are relevant.

Are there any external factors that have helped (quotas in politics?)? (2,3,4)

Going forward this (quotas, positive discrimination etc) may be the case. But many feel that market forces should prevail. I am acutely aware that I operate in a male dominated world (and do not feel there have been any external factors assisting me).

What are the obstacles?

Women are naturally maternal, often with a key focus of bringing up children and mostly "cannot be in two fast lanes".

What do you believe are the roles and/or mission of a Non-Executive Director or a Director? (1)

To be a mentor, a coach. To help team building, collaborative activities, consensus building. To help make the team work and to help build and reinforce the proper value systems and culture. To set, clarify and challenge the strategies of the company.

Of those roles you mentioned, which is the most important to you? Why?

To have a good board. Increasingly the public perception is that boards and management have failed. The key is to assemble a group of people who are independent in thought as well as action who collectively have the right balance of skills, experience, understanding and perspective.

Which one do you enjoy the most?

To be able to fashion the board to be an effective, united team. To do this, more time is invested in the board obtaining a real understanding of the business, its trends and risks; with a focus on strategy, risk management, resilience and sustainability.

Which is the most difficult? Why?

It used to be most difficult to appoint the right CEO. Now, we also need to get the full board team right. With matched values and culture, who understand the business and its risks.

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director or a Director in relation to action and reflection?

Women are often more sensitive, emotional, self-aware and self-critical. There is much self-reflection and self-analysis. So my leadership style is more towards mentoring and coaching. Management's job is to present to and come to the Board with their proposals for the business. Management is responsible for ensuring that their explanations are understood by the board. The board's role is to help formulate and clarify and agree strategy. Management's job



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is to execute the board decisions. So the non-executive role is more reflective and the executive role is more action orientated.

How do you conceive your role and your mission?

Creating, refining and monitoring the execution of strategy are key.

What do you find the most difficult? (3,4)

Time pressure from management is one of the hardest things to deal with.

7. Are you confronted with short or long-term opposition and how do you deal with this?

I prefer the concept of differences of opinion to 'opposition'. From this starting point we can start to build a consensus.

Do you consider yourself as the guardian of the sustainability of the company?

I very much view my role as ensuring the sustainability of the company. I think women are by nature cautious and not risk takers. They have a long term focus on ensuring sustainability and resilience in an organization (as they do in a family).

Do you think you contribute to change? Are there any changes which you feel more strongly about?

Key is to ensure the effective operation of the board. Committees are an important help to that smooth functioning. I contribute to change by helping to chose strategy and by monitoring execution of the strategy with the long term interest of stakeholders in mind. The community is our market place and we have a responsibility to it.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

Some decisions are hard, especially those requiring judgment of complex factors and risks. Sometimes decisions cannot be made in a single board meeting and management may need to provide further explanation.

Any decision making delay however must be balanced against the reality that opportunities do not wait for you.

11A. How much autonomy do you have in decision-making? Do you align consistently with certain individuals or groups on a Board? (1,3,4)

We have a clear decision making framework and it is important to respect this. My job as Chairperson is to listen and to enable the whole board to contribute. To listen, filter and expound and to see where more work is needed.

12. Do you think women have particular qualities they bring to bear as leaders?

Certainly!

If yes, what are these qualities?

Women are more cautious, more meticulous and more curious. They are more inclusive and consensus builders. They may have a longer term view, so give a greater weighting to sustainability issues over short term advantage.

13. Does the fact that you are a woman have any effect on your role or your stature?

Women have to be able to prove their performance more than men.

14. Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

No.



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15. What do the following terms mean to you: power/authority/politics influence/courage? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

'Power/authority' – these concepts seems to relate more to men than women.

'Politics' has negative connotations. One should not achieve success through means that are not right. There can be open competition, but you must do the right thing.

Influence is more subtle and could have either positive or negative connotations.

Courage is genderless and reflects a person's value system.

16. Does power isolate? What is the link between power and responsibility?

Power does not need to isolate. It is often foolish to stand alone (even if you have the power to get your way) Even with power, there should be a responsibility to build consensus, to recognize all viewpoints. If the team is not behind you, it is very hard to execute decisions.

26. What significance does a company's ethical behaviour have for you? (1,2)

It must be of the highest ethical standard possible.

29. Power and courage, what does that evoke?

Power comes with position and also responsibility. You need courage to do the right thing. To have courage, it is important to have good friends (to reinforce your own ethical and moral value system).

Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

An issue for women here is that there are fewer of them at top level positions and they may not readily speak to male peers. So it may be, currently, harder at the top for women.

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BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW

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1. What do you consider to be the major milestones in your career?

A long time ago, the biggest single milestone was at the time I was working at Hill Samuel Asset Management I was given a huge amount of responsibility at the age of 26 – I had to build a team, I hadn't been in the city very long – it would be unheard of these days. It was a defining moment – the person who gave me that responsibility saw something in me that I hadn't seen myself.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

What really motivates me is about building successful teams – trying to identify teams, how they work well and how to create teams that can really fly – creating conditions that they thrive in. Also making a difference – how do you make a lasting impact regardless of how long you stay in an organisation, leaving a legacy – giving people the chances they need to succeed.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

Most of them come through networking – women need to know how to network.

Are there any external factors which have helped (quotas in politics)?

There is a lot of chat about quotas, I alternate on this point – but it is refreshing when you meet senior men who are not gender blind. The most successful companies believe that it genuinely makes a difference to have women on the board.

What are the obstacles?

There is a need to fish in a slightly different pool – and open minds to that, we need to find others. It's a mindset – senior people need to consider women in executive positions, not just on the board, and grow the pipeline.

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

I wish I had more reflection time, 75% is about action and only 25% reflection. I'm also quite self-reflective, which is so important. A non-executive director needs to be 75% reflective and 25% action.

How do you conceive your role and mission? (2,3,4)

I see it as a risk framework. How does one take a bold step forward? The most successful businesses are run by people who take risks, but the doors are often closed for that. There is a subtle balance between risk – and betting the ranch. The question should always be, what does it mean for the end customer, and people often think that they can't take calculated risks.

Are you confronted with short or long-term opposition and how do you deal with this?

Do you consider yourself as the guardian of the sustainability of the company?

Absolutely – That's what I'm here to do – this business has been in place for a long times, my role is about being a caretaker of this business, I'm managing for the long term good of the shareholders.

Do you find decision making hard?

I don't find it hard, I'm quite clear headed.

How do you make your decisions (alone, collectively, advisors)?

I do use a circle of trusted advisors, it's important to realise and be aware that you can't manage a business alone. I have a more consensual style than a lot of men.





Do you think women have particular qualities?

We can often be more intuitive – more driven by the human dynamic than the commercial dynamic.

Generally speaking women tend to consult more. As we think about our business – we have to keep it personal, which creates a sense of belonging, that makes a big difference. Our employee engagement levels are very high. People care about the business and know that we care about it and them.

Do you think the fact that you are a woman has any effect on your role or your stature?

No – it makes mean different, but doesn't have any effect.

What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example; influence/give example; courage/give example? Are you able to distinguish or find a link between them?

Power and authority are negative terms to me. Politics is negative. People are weary of them. Courage and influence will make people more effective.

Fortune favours the brave. We need courageous boardroom decisions, I'd love to see that. The cultural mindset is shifting. If you can bring people with you by influence then you have them for a period of time.

Do you think power isolates?

It depends where you get it from and what you do with it. Power can be a force for change, but not always for good. It's about behaviour, not titles.

What significance does a company's ethical behaviour have for you? (1,2)

This is critical. This should run as a central artery through the DNA of the business.

Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)? Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1, 4)

It's important to create system and an environment where it's OK to fail. In taking courageous decision, by moving in a leap and getting it wrong. People are prepared to fail and there is a safety blanket. Bankruptcy laws are onerous – they stop people taking risks. Increasingly people are valuing courage. I have taken some ballsy moves – you have to stand out from the crowd. We've had the toughest three years, certainly of my career, but I'm so much better as a result. You have to sink or swim. My whole attitude to life has shifted – and for the better.

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INTERVIEW

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What do you consider to be the major milestones in your career?

Getting a job in a company of considerable integrity and undergoing substantial change. Gave me fabulous human resources experience and taught me how to do business with integrity.

What has motivated/driven you to want to be a CEO/Director?

I have always wanted to make a difference and influence the direction of sport in Australia. I always thought that I would become a CEO.

3A. How much influence do you think the discussion around quotas has impacted the number of women taking up board positions?

The quota discussion has had some influence and does bring the issue to the forefront of consideration

It seems to be have more of a focus in the corporate environment than in the not for profit sector

4. What do you believe are the roles and/or mission of a CEO/Director?

The role is about leadership and leading to achieve the outcome. It is about leading people who want to achieve the same things that you do and knowing where you want to go.

It is absolutely critical to have strong relationships with all stakeholder groups and to earn trust and credibility.

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

I try to balance action and reflection and to do a bit of both. I am probably more a person of action and would like more time for reflection "on" versus "in" the business.

A. What are the most challenging elements of your role as CEO/Director?

Autonomy, the balance. What do we need to talk to the board about? We have 26 board meetings a year.

We need to keep/support the momentum of the sport, capitalise on opportunities and promote the brand.

How are you confronted with short and long term opposition and how do you deal with this?

Resistance takes the form that the sport of triathlon should be everything to everyone. I am wanting to provide welcoming points

I deal with this by having allies on the board

Which areas of change do you feel most strongly about?

Everything I do is about enriching the lives of all Australians through sport.

I try to take an holistic view, why are we here as Triathlon Australia? I believe it is to make lives better and to service the community.

Ethics is fundamental and we must all celebrate good sportsmanship

We create an environment of fairness and respect

Please describe for us "in a broad sense" your decision making process? How do you make your decisions (alone, collectively, advisors)?

I have four really simple values that guide all my decision making: (1) act with integrity, (2) show respect (3) have the courage to take calculated risk and (4) own the decision

I will normally seek input from others



■ ■ ■ **How much autonomy do you have in decision-making? Do you align consistently with certain individuals or groups on a Board?**

I feel constrained in decision making and feel that I should have more autonomy.

Do you think women have particular qualities they bring to bear as leaders? If yes, what are these qualities?

I think women are more in tune with the people that they work with, bring people along more and create more congenial working environments.

Do you think the fact that you are a woman has any effect on your role or your stature?

I do not think that I have been disadvantaged and women pioneers have always encouraged me. I have a strong sense of my strengths and am honest about what I am not so good at.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

I don't think so.

15. What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example influence/ give example; courage/give example? Are you able to distinguish or find a link between them?

Power – is tarnished as a negative, yet it can be an enormous good which can generate good outcomes. I see power as a privilege and an opportunity in terms of what I can influence and change for the good.

Authority – is considered a negative. I link authority to leadership – in terms of the credibility to have people want to do something because they want to.

Politics – often viewed as a negative. I link it to relationships, how you relate to others – the interplay between people.

Influence – I link power and influence

and it is positive.

Courage – is taking a calculated risk into the unknown. Sometimes it involves some short term pain but we have to do it. It is really important to know when to exercise courage and how to pick the opportunities.

16. Do you think power isolates?

Power can isolate when it is exercised for the wrong reasons. When it is used for the right reasons, it can be very engaging and people are attracted to it.

Any other comments?

Thank you for giving me the chance to talk (at length) about women, leadership and other things which I like talking about.

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INTERVIEW X

What do you consider to be the major stages in your career?

Young office with senior management: growing portfolio development responsibility. First management position, somewhat controversial, because it was for a Japanese bank.

Third as seasoned corporate finance professional developing the bank's business in close proximity to developing the bank's strategy. Returning in my country and developing business as senior manager. Last one as an entrepreneur.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

Making use of the skillset I have learned during my profession; to use it in corporate boards, where the competencies tend to be more traditional (business area, finance, etc.).

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

YES! Learning a broad experience internationally, working with highly competent and interesting professionals and to bring this experience to service in my country.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

Woman, like her male counterpart needs to have a specific strong skill to bring into an executive board room, a skill required by the company. Recognizing this in oneself, developing it, is one aspect, but this also needs to be recognized as a need by the company.

Quotas - the debate is going on: the Norwegians claim it helped, and those who do not have quotas, claim it is a major hindrance.

What is the role of a Non-Executive Director? (1)

Which one is the most important to you? Why?
It is all the things mentioned above, and my personal experience has been mainly of hands-on non-executive board work.

Which one do you enjoy the most?

I like most developing strategy together with the management and how to express this to stakeholders, consumers, etc...

Which is the most difficult? Why?

I don't have all the skillset to all control aspects (supply chain management).

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director in relation to action and reflection?

Both depending on what is needed; action needs to be based on prepared plans. Scenario working.

How do you conceive your role and your mission? What do you find the most difficult? (3,4)

Depends on the company, its business or the job at hand.

7. Are you confronted with short or long-term opposition and how do you deal with this?

Change always engineers opposition both on short and long term, but without strongly engaging and motivating others to the change, it is pointless to preach.

Do you think you contribute to change? Are there any changes which you feel more strongly about?

Although I am on my early stages on board, I would say that I have engineered change specifically in internal and external communication, governance and social responsibility.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

No! I don't have all the competences needed for major strategic decisions and therefore consulting





and engaging others is also important. Depending on the time frame decisions have to be taken on time. I am prepared to engage according to my convictions if so required. However, it is always better if you can achieve a collective decision.

Who do you represent if you represent someone? How much autonomy do you have in relation to this mandate? (1,3,4)

This depends on the specific mandate. As board member one represents the shareholders, as advisor I represent corporate management. It is up to one's integrity and common sense and professionalism to understand what one advocates.

Do you think women have particular qualities?

A woman tends to be more easily multidimensional and reflective, whilst men tend to be more directly goal-oriented, unilateral.

Does the fact that you are a woman have any effect on your role or your stature?

Sure. Sometimes it can be used to a greater advantage, where as there are also times when prejudice being fixed to certain business or behavior or patterns can be hard to overcome.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Of course, in the early days of my career I focused entirely on developing it to exclusion to my private life, with a view to go as far as I could before thinking about having a family.

Later when I was lucky enough to still be able to have a family and realising how precious this is, I made choices facilitating the combination of family and business. This included leaving London and returning to my home country and this has led me to become a private consultant.

What do the following terms mean to you: power/ authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

Possessing all four attributes is a facilitator to achieve difficult goals. However, great care must be taken by whoever has access to all of these. Without any of these attributes I can see little chance to succeed.

16. Does power isolate?

Power can but should not isolate.

What is the link between power and responsibility? Increasing power means increasing responsibility; social responsibility, responsibility for market, for shareholders, for customers. And to do this one needs to have other people around her.

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

The required skills or quality are merely not feminine, but women generally tend to be seen as more inclusive, multidimensional, able to consider different aspects.

What is the importance of the formal and the informal?

They are both just as important. The latter may take more energy.

The role of being connected/networks? Alliances?

Extremely important in today's world. May make the difference to survival.

Does complicity/solidarity among women exist?

Sometimes but often not.

Is there sometimes competition?

Yes, of course.



INTERVIEW
X



What importance do rules have in an organisation ?

(1) Within a Board ?

Without rules there is anarchy and inability to sensible processes.

Are there any (rules) which you adhere to particularly? Which ones?

Governance related, financial markets, legal, etc.

26. What significance does a company's ethical behaviour have for you? (1,2)

High, primary significance and this is a strongly growing trend amongst investors and consumers: Any company which does not understand this is going to face major problems. The key challenges are to resolve conflicts of interest between competing requirements.

27. Where do you stand concerning a conflict of powers?

Difficult to say without a more concrete example but this can be potentially very harmful to a company. Should be resolved to the best of ones abilities.

28. Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)? If yes, on which occasions? On which points? What happens in general?

Often. And it has often been my role as adviser or board member to provide such input, and to defend to that position. This is part of the job as a board member, sparring, making close remarks.

29. Power and courage, what does that evoke?

"Courage was mine and I had mystery, wisdom was mine and I had mastery" Wilfred Owen's World War One poem, I have found this to be quite a good motto. One must always have the courage to one's convictions.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW X

What do you consider to be the major stages in your career?

At first the researcher phase, which has helped to analyze things. At the age of 27 the first managing director position in a communications company. A successful exit, sabbatical (in New Zealand) and a move to next stage. Then EVP role in two listed companies.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

A genuine interest in business development. A burning desire to get important things done. If you really want the best for your company, it will get into the expected results (and you as well).

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

No, not really - I trust on Carpe Diem; if you do your work well, new possibilities will occur.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

What role does the law play in the quotas for women in Boards?

Not much in my country.

10. Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

Making decisions is not hard. You must have the same attitude to small and major decisions. Every day you have to think every word you are saying, because they have implications. An interest in matters is really important because finally you really bear the responsibility, even if your subordinates have taken the action. Your team trusts you and the energy of the team becomes free to other matters, when you are ready to bear the responsibility.

12. Do you think women have particular qualities?

In my country the female and male directors are very much equal. I have never thought myself as a "female leader". The values of a person are much more important than the sex. Many times other demographics than sex are more important to the management style of a team. There are very masculine men and feminine ladies who are successful. I regard myself as the one of the team members and do not feel that I am more feminine or masculine than other people.

Does the fact that you are a woman have any effect on your role or your stature?

Of course it does. I don't deny it. It affects my communication a bit. Some cultures are very masculine and the directors in these countries do not always understand that I am on a higher level in the hierarchy. I make the situation as easy as possible for them.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Sometimes it is said that women are humanists and men technocratic... I do not think that this is a genuine truth. I repeat, I do not believe in averages, when discussing the roles of men/women.

What do the following terms mean to you: power/authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

Two pairs which are brothers. The responsibility connected with these is important. I honor authority if it is responsible authority. Power is used when I have a crisis situation; otherwise using power is not good in our culture.

Politics and influence are other ways of influencing. To influence is closest to my heart. Politics can be a two-folded matter: it is "policies" = how to play, which is a good thing, if it is politics as a "game"



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it is negative, because it can be very harmful to the company. Our CEO is very clearly forbidding doing politics. If the politics are important, it has negative implications to whole organization. The worst case scenario is change of the CEO when he is leaving or retiring.

16. Does power isolate?

If power is used with responsibility it does not isolate.

What is the link between power and responsibility?

I feel often that I make decisions because of my position as EVP in this global company, not because I am what I am. I represent the responsibility of my team, too. I carry the whole responsibility whatever happens in my team. The law and moral rules are obeyed in the company and I do the same.

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

The same ways as men have. If it is natural to a female leader to use the appearance, she will do it. However, men do this as well. This is NOT how I behave.

19. The role of being connected/networks? Aliances?

Networking is important. The networks connected to the business as alumni, marketing/communications, etc. I do these to benchmark the results. I do not prioritize women networks. They do have meaning, but not the grade one.

Does complicity/solidarity among women exist?

The balance m/f should be 50/50. In very female organizations relations are very tight sometimes. My own organization is on the borderline (filled with women in average of 35 years of age). E.g. pregnancy can be a threat to the results of the team, but certainly not to the career of an individual. If two female leaders have same competencies and work close to each other, the competition can be too tough sometimes.

Is there sometimes competition?

Competitiveness is often a stronger drive in men than in women. For me it is like playing golf and getting better all the time (competing against myself). I play in the team of the company, not at a competitor. Competitiveness has to be a good servant not the master. A male could be better in this.

24. Are there any (rules) which you adhere to particularly? Which ones?

Short-term benefit gaining for himself / herself is not accepted. The good must go down. If you do a good work for somebody today, somebody will do yourself a good work in the future. Keeping information in your own hands can often be a competition matter. I want to open transparency to everybody.

Are there any rules which are not respected? Which ones? Why in your opinion?

My colleagues do not always understand the situation of sick children at home. My team members should not come to work when they are sick. Many of my colleagues do not always share the rules. They are stricter in keeping the daily working hours.

How do you react? I keep my line.

What significance does a company's ethical behaviour have for you?

It is very important for me because it is a part of everyday work and the ethics are really stressed in our company.

Where do you stand concerning a conflict of powers?

An intelligent person solves problems, a wise person does not get into them.

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BOARD MEMBERS AND COMPANY DIRECTORS



Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)? If yes, on which occasions? On which points? What happens in general?

I am more introvert in situations where the big captains are together. I never contradict my boss when the leading team is present, I do it privately. If I am at my husband's business party, it is very easy for me to be a society lady without any formal role. I do not build my own territory in situations when I am avec.

Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)? Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4), what would you like to change in the system?

Our organization is very low in hierarchy even if we are a major global company. The decisions are mostly taken with consensus.

When I worked for a French company, I had a really good cooperation with the top management, and I was the only female managing director in the team of country managers reporting to a French Regional Director. When I later got a very sexist male boss, he really made me angry and I decided to change job.

French system is very hierarchic and formal. It is like the revolution had never been done.

In China the one rule party system is above everything whatever they say. The Nordic system differs a lot from both of these. In France women are more female in the leadership positions.

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BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW Gao LAN

Vice-President of Human Resources
for China & APLA at Lenovo China



Gao Lan is HR VP of Lenovo Group responsible for APLA and China. Lan is a seasoned HR professional who joined Lenovo in 2009. In the past 3 years, she partnered with business leaders to build strong organization capability and talent pool, which are critical to the business success. She has set up clear vision and strategy in APLA and China, built a very solid HR partners team, initiated talent development programs and leadership development programs, led organization design projects. Lan has a long and rich history as an HR professional in Fortune 500 multinational companies. Before joined Lenovo, Lan worked for Thomson as HR VP for Asia Pacific. Prior to that, she worked as HR VP for Asia Gas in BP. And prior to that, Lan was Country Head of HR for Novartis China and HK.

INTERVIEW GAO LAN

What do you consider to be the major stages in your career?

1st Stage: Academy (5-6 years). My Graduation was a major in science. I didn't know what the working life was at this time. I tried to do my best to understand & explore the working environment as engineer and senior engineer. I tried to do it good.
2nd stage - University of Cambridge: studies related to management and then I started working in HR functions. I realize that my Strength is management and learned a lot of by doing HR in China as well as overseas assignment in Switzerland.
3rd stage - Professional HR in China, with ground

experience in HR, I took senior management position and became country head of HR in China.
4th stage - VP HR Asia Pacific, and Emerging Markets, APLA & China => broader responsibilities, international role (regional VP role)

What drives you (what has driven you) to want to be a Executive director/vice president (become a Director, enter politics, have a career in the civil service...)?

My force was that I wanted to contribute more and bring value to the company & society



Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

I was not an ambitious person at first. I didn't have in mind a specific job title. I made ALL the efforts to do my best and to take all the opportunities to become finally VP HR China & APLA for Lenovo.

Which elements favour (facilitate) the entrance of a woman into a Board?

In China, there is an advantage for women to get job opportunities. Being a woman is not difficult. All opportunities were open to me. My Privilege was and it's still to have international exposure/ oversees study/ research project/ exposure to US and other countries. It helped me a lot to build my career.

A. What role does the law play in the quotas for women in Boards?

No quota requested in China it's natural. But quotas can have benefits. I have seen it in my past experiences in European companies & Us Companies. Diversity program/ high international standard/ representative program can also help and support females.

B. How much influence does the professional background/expertise/participation in an Executive Committee have?

Professional background is important. In my career my major in science & my hr experiences have helped me a lot! I didn't want to go too fast. No matter the gender, it's the professional background and expertise which influence the most the participation in an executive committee. It was also very important for me as a senior executive.

What is the role of a Executive/vice president Director?

Most important role: specific thinking & long term thinking, support the organization, implement long term strategy.

A. Which one is the most important to you? Why?

Answered above

B. Which one do you enjoy the most?

HR role: build up organization capability, enable people to develop and set personal & professional goals

C. Which is the most difficult? Why?

As an HR executive it's difficult to balance the short term business pressure as long as long term organization capability building up. It's a question of long term/ short term balance. As HR VP, I need to help the business to balance short term and Long term visions.

6. In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director in relation to action and reflection?

I'm a woman of reflection. I need to understand first the purpose and then to plan effectively and efficiently to get the necessary things done. I'm not going immediately to action.

7. Do you think you contribute to change? Are there any changes which you feel more strongly about?

Yes I'm contributing to change. It's more an evolution than a revolution. Think about how to improve things. No big changes all the time. I feel strongly about making things meaningful not following the stream. Change is important when things are not relevant anymore. I want to serve for the purpose.

8. Are you confronted with short or long-term opposition and how do you deal with this?

Already answered. It's a question of balance.

9. Do you consider yourself as the guardian of the sustainability of the company?

Yes I'm responsible of the Sustainability & success of my business. Regarding Environmental sustainability, I think that companies play their role by developing green products for example. I have an indirect role in the sustainability of the environment from the business perspective. Personally, I believe in sustainability.



INTERVIEW

GAO LAN, Vice-President of Human Resources for China & APLA at Lenovo China



10. Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

It's not hard but I think it's easy in a way that we need to understand different opinions of key members of the company. Having only one personal view or perspective is not good.

I'm taking into consideration any meaningful comments so I can adjust. Different views as long as it makes sense.

11. Who do you represent if you represent someone? How much autonomy do you have in relation to this mandate?

I am representing the company/ working on people part/ I'm more like a bridge between the management and the employees. I am the voice of my employees.

12. Do you think women have particular qualities?

Approaching qualities & characteristics are different.

Women are more considering/ teamwork/ less aggressive/ more eager to deal with conflicts. Women bring different opinions.

13. Does the fact that you are a woman have any effect on your role or your stature?

When I do my job, I forgot about men & women (gender).

In my opinion and role, gender does not have an impact on the business. Being a woman in my position has a certain impact in the HR role with my clients and/or my employees. I feel that it's easier for them to talk to me about their concerns, worries or issues.

14. Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Yes it's true in my personal life. One example was when I gave birth to my daughter, I slow down my career in the company. At different stages of women personal life, they want to dedicate more time to their family.

Regarding professional life, being a woman hasn't led me to take certain decisions or choices but better knowing myself helped me in making choices. This has nothing to do with gender.

15. What do the following terms mean to you : power/give example from your professional life ; authority/give example ; politics/give example influence/give example ; courage/give example ? Are you able to distinguish or find a link between them ?

Power : Decision making/ control/ hierarchy

Authority :Responsibilities/ direction to make decision

Influence :Talking to individuals, you can make things happen with no power and authority. Individual leadership. Personal charisma. Courage. Ability to go beyond your own comfort zone. The link between all these terms : They are linked but also different. There is a correlation btw these specific attributes. It's more of a balance btw the terms. Each attribute benefit from the other.

16. Does power isolate ?

If power is played alone it will certainly has a negative impact. Better not to overuse power. On the contrary, if the power is shared it has a positive impact.

What is the link between power and responsibility ?

Power must go together with responsibility- without it could be dangerous

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

I don't think women have particular means to influence the position of others. Gender in China has not an impact on the influence of positions. Women or men are not more privileged. It's the capabilities & competencies that are taking into account.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

■ ■ ■ **18. What is the importance of the formal and the informal?**

Both formal & informal are important.

19. The role of being connected/networks? Alliances?

Women's network can help women in the workplace especially and even more in a male environment.

Women are having more responsibilities in the personal life by nature (child). Women's network share best practices to women to be successful.

20. Does complicity/solidarity among women exist?

Solidarity exists among women. They are tempted to share & work together.

21. Is there sometimes competition?

I think so too

23. What importance do rules have in an organization? (1) Within a Board?

Very important

26. What significance does a company's ethical behavior have for you?

Ethical standards are very important and I don't want to work for a company with no ethical standards.

28. Do you sometimes have the impression of being in a position of resistance?

I think so. For example, when sometimes my opinion is different it can happen. Senior management may have a very strong view. I try to raise my opinion, try to share my perspective. If resistance continues, I try to adapt to the situation. I ask myself: how can I proceed and operate under the resistance but also not losing my point?

29. Power and courage, what does that evoke?

Risk taking is encouraged. Generally the courage is valued but until a certain point.

Not empowering too much not to lose the power.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW X

What do you consider to be the major milestones in your career?

The first one when I decided to go to the US to study. And I had to work very hard because my English wasn't that good. And I got to my big surprise very good grades the first term. And I figured if I could do it when I had the odds against me, I should certainly keep up this level of achievement. I ended up graduating with a 3.92 gpa which then enabled me for the next step, I would say, which was to go to MBA school at INSEAD, which is a highly competitive school. And I think going there taught me a lot of how to deal with tough environments, solve issues and cooperate with others under a lot of stress.

After INSEAD I worked with a large company for three years, and then I would like to mention my time at CocaCola as a third milestone because CocaCola is a company that put a lot of trust into their people. If they believed in you, they gave you really big challenges. The fact that I didn't have that much self confidence didn't matter; they just threw me into deep water. When I was 30 I was made Managing Director of Sweden, and that was a chance to really prove myself as a manager. I couldn't really blame it - or give the credit - to anybody else. It really was me who was leading the turnaround that we conducted there. Fourth milestone was joining (SOL, an Internet venture. It was a step into an exposed management role. And of course, both my positions as CEO have been very challenging and developing for my leadership. And being elected the President of The Confederation of Enterprise has given me a broadening of my experience in the sense that I also have the responsibility towards politics and society in Norway that goes far beyond my job.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

To use the opportunity to get exposure to other companies and sectors, not only within business, but also within society. You learn a lot from being

exposed to different environments, different challenges, different values and obligations to some extent. And hopefully I'm contributing in those settings as well, based on my own experience. In general I'm a strong believer in cross sector fertilization of experience and ideas.

What forces have enabled (facilitated) women's ability to become Board members? (1)

What role does the law play in quotas for women on Boards?

For sure the board quota is a very strong contributor to women being on boards. It used to be around 6-10 % female representation on boards, now - given the quota - it's up to 40 %.

Are there any external factors that have helped (quotas in politics?)? (2,3,4)

Yes, definitely the board quota, and the interest of getting more female board members and female participation in Norwegian business life as such.

What are the obstacles?

Of course it is challenging to have a demanding job, so you can't spend that much time and effort on external board directorships.

To what extent have your skills, expertise, background, education helped in securing your selection to a Board?

In the board of Orkla ASA I think it was relevant that I had experience from consumer marketing, which I had from Unilever and CocaCola. I've also been on the board of Nordic semi conductor, where I suppose my technology and IT background had some impact. I've also been on the board of a bank, where I guess it was also my consumer knowledge was the main reason. And for NHO, well, actually I'm not sure why they selected me. I was also on the board of investment group Umoe, and I think that was solely because they





wanted someone with a different background than themselves who thought in a different way. Not because I was a woman.

What do you believe are the roles and/or mission of a Non-Executive Director or a Director? (1)

To help the company or the organization with its governance, bring up good ideas, come with experience from other sectors, help and guide colleagues to make the right choices. There's also a control aspect, to make sure they operate the way they should and oversee that policies and procedures are followed. Also to have a coaching role, even for the top management.

Of those roles you mentioned, which is the most important to you? Why?

I would say it is to help with evaluating good ideas and make sure they make the right choices and see all the opportunities.

Which one do you enjoy the most?

The same.

Which is the most difficult? Why?

The control aspect, because as a board member, are you really in a position to know the company better than the people actually working there. Often you have so little ability to go that much into depth that you will be able to reveal if things are not ok. And still you have that responsibility.

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director or a Director in relation to action and reflection?

Good question. I guess I'm a bit more woman of action, but when it comes to board ships you need to be a woman of reflection, because it's not your role, it's more the reflective part.

How do you conceive your role and your mission? (2)

I think my mission is pretty much to achieve results and get things done and progress basically. My motivation is very much sourced from the people around me since I'm such an extrovert I get motivated by working with great people that I enjoy being with, and achieve great things with. I'm not at all a solo player, and I don't like achieving things alone.

What do you find the most difficult? (3,4)

The most difficult part can be to have the patience to wait things out. Things can often take much longer than you want them to. I would also say I struggle when I'm not in full power and control, I'm not such a good number two person when I have to subject to another managers regime.

7. Are you confronted with short or long-term opposition and how do you deal with this?

No, I don't face that much opposition outside my board ships, actually.

8. Do you consider yourself as the guardian of the sustainability of the company?

I don't consider myself as a guardian more than anybody else. But I think I'm very future and change oriented, so I think I'm a driver for seeing opportunities and acknowledging that things change and that we need to change as a consequence as well. We need to be ahead and not become responsive to those changes.

Do you think you contribute to change? Are there any changes which you feel more strongly about?

Yes, I think I'm a change agent, and I think I'm often chosen for that ability. I think I have helped, also as a non executive to bring about change in the sense that I have questioned things in a different



INTERVIEW X



way, brought about new ideas, and in general maybe stimulated a more open and reflective discussion about issues. I dear to challenge some of the status quos.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

No, I don't find it hard to make decisions normally. And I'm a very extroverted person, and I think out loud. And I share all my thoughts – and wisdom – in dialogue with the people around me. And I like to consult people, and confronted with tough decisions, I really like to consult people. And it's sometimes a bit surprising whom I choose to consult in the different situations, actually. I can find good advice from non obvious people to ask.

A. How much autonomy do you have in decision-making? Do you align consistently with certain individuals or groups on a Board? (1,3,4)

In non executive boards you bring input and reflection, but a board member doesn't individually make decisions as such. In general I consult carefully with experts and key stakeholders, but I never do it for "political" reasons.

Do you think women have particular qualities they bring to bear as leaders? If yes, what are these qualities?

I don't like to generalize, but women often have a bit less to lose, they can often be more candid.

Does the fact that you are a woman have any effect on your role or your stature?

No, I actually don't think so, if anything perhaps you get more attention and become more visible. And as long as you over perform, that's an advantage, the second you don't, it's liability.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

No, actually I don't think so.

What do the following terms mean to you : power/ authority/politics/influence/courage? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

Power : Is being trusted with authority to make decisions. If you have authority, you don't really need formal power. Power is something you are given, authority is something that you earn this.

Politics : I've seen a lot of that, and I've been "hit" by politics in bad ways. It's a negative word for me. I don't exercise it myself.

Influence : Is something that I have and do. I tend to say that more than power, I have the ability to influence things. No so much power, but strong influential. You can give people new ideas, get ideas spinning, motivate people. And challenge certain things, e.g. attitudes.

Courage : Yes, I have that. I dear to confront things I'm afraid of and put myself in uncomfortable situations. My parachute story is an example of that. And I've shown a lot of courage in my professional life also. I've done things that sometimes have been controversial and risky. And still I've just done it without worrying too much.

16. Does power isolate?

Well, it certainly can be lonely at the top, but I think you can counter that by involving the people around you, have a loyal staff that you can share things with.

What is the link between power and responsibility?
Power is just the position to be able to do something. Responsibility is actually the execution of it and the follow up of the consequences.

What are the limits to power and do legal or moral rules effect the exercising that power?

The limits to power: If you ever abuse your power or exercise it in a way that does not serve the interests you represent, then I believe you will lose it. Because then it won't be entrusted to you



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*anymore. Unless you live in a non democracy.
Legal : Of course, when exercising your power
there is a lot of limitations to what you can do.
Morally as well.*

What significance does a company's ethical behaviour have for you? (1,2)

It's obviously important for me to represent a company that has high standards externally in terms of their business conduct, corporate social responsibility etc, but I would also say that the internal ethics, the way people treat each other is very important to me. I have been let down on occasions when it comes to that. I sometimes can find it hard to associate myself with the management team for example, when I feel that their behavior is not ethical towards each other. That can be hard, but it's not often seen from outside, so it's not an external problem. But it can definitely become a personal problem.

29. Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4), what would you like to change in the system?

We live in a world where you are easily shot down for failures. And you are not criticized enough for not trying. I think we should have a system where you are really encouraged and valued for making efforts, taking initiatives, challenging status quos etc. Trial and errors should be more respected as a way of learning and operating. E.g. in many of our systems it's not wise, nor does it pay off challenging status quos, and we need people who do that. And in our world of very rapidly changing technologies etc, we also need to be radical enough, disruptive enough in seeing opportunities and completely new ways of operating in our business environment.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW X

What do you consider to be the major milestones in your career?

Joining the Boston Consulting Group straight after finishing university.

The experience of working in New York.

Completing an MBA.

Joining The GAP, Inc. which at the time was a less obvious and lowest paying choice. I went there to learn, they were a really well regarded retailer, particularly for their leadership and in the branded space. I also had P&L exposure there.

Returning to work after having babies.

What has motivated/driven you to want to be a CEO/Director?

Likes getting stuff done, quickly and effectively.

Got bored in the other roles.

From early on in my life I wanted to have an exciting, interesting and happy life.

A. How much influence do you think the discussion around quotas has impacted the number of women taking up board positions?

Some influence but not enough.

Larger companies have been more proactive on this issue.

Directors don't understand diversity issues well enough.

I go back and forth on the issue of quotas - quotas should not just be tokenism.

What do you believe are the roles and/or mission of a CEO/Director?

To enhance shareholder value and create a high performing team. To navigate the best strategy and effectively execute that strategy. To protect and nurture a high performing team to execute.

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

A bit of both, I love action and I reflect a lot as well, both about the past and about the future.

Likes to lead by action and empower rather than by command and control. In retail, there is as need to be unpredictable and adopt an adaptive leadership model. I am perceived by the board as someone of action, rather than reflection. There is a need to fall forward and a tension between reflection and action. In retail you cannot stand still and you must be seen.

6A. What are the most challenging elements of your role as CEO/Director?

Board relationships and conveying urgency to the board around matters such as acquisitions and building a portfolio of products.

7. How are you confronted with short and long term opposition and how do you deal with this?

In the short term, there is opposition from department stores and distribution channels when sales are down. I don't worry about this too much, the little fires are getting easier to put out and the local competition is not as strong as it could be.

In the long term, how we set up Orotan in Asia and compete with US brands (these brands own the world). I talk a lot with the team and with the brand owners. I am constantly gleaning, how do Asian consumers think? There is a need to crack the code and find the hook. I immerse myself, how do we create, there is no recipe and no one answer.

9B. Which areas of change do you feel most strongly about?

I don't care about control as long as you can measure. There is a need to do the right thing in the long term for employees, loyalty is important. Early on at Orotan, it was all about making money, now making employees happy knowing that we support charities that employees want to support. I would like to do more with the company brand philanthropically. I believe in long term win/win business.

I share metrics and data widely. I am about succession - will people continue to be happy and balanced going forward?





Please describe for us “in a broad sense” your decision making process? How do you make your decisions (alone, collectively, advisors)?

Get a lot of facts and quality data, visit stores. Our business is very data driven. I can get too detail focused when I am stressed.

Engage with people around me on day to day strategy with the team. My husband and I are both filters. Long term, I reflect, have periods alone and share as well.

11A . How much autonomy do you have in decision-making?

A lot of autonomy, almost too much. A lot of strategy is incremental. I use authority when it is required.

11B. Do you align consistently with certain individuals or groups on a Board?

I do not align myself in any visible way with other members of the board and I do not have a favourite board member.

Do you think women have particular qualities they bring to bear as leaders? If yes, what are these qualities?

Women can glean information that some men cannot. Female friends want to place; they do not want to win. It can be a waste of time the way women don't compete. With the pressures to balance and the dynamics across family, budgets and in-laws, women are very insightful in business. 80% of our workforce are women.

Do you think the fact that you are a woman has any effect on your role or your stature?

The perception - she is good at product but is she also good with the numbers?

In my early days in consulting, I would make a point and then a man would make the same point. He would be commended and my point was ignored.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Not really, I am the main breadwinner but there is my husband's career and mine.

What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example influence/ give example; courage/give example? Are you able to distinguish or find a link between them?

Power : the freedom to live the way you want to. To be positive, maintain self respect and be who you are. It is important to be respectful of power and have a sense of responsibility.

Authority : not a term I use a lot or worry about. Communicate but don't ask. It is often about tone, not content. It is what you do that matters.

Politics : is about human relationships and it has a connotation around duty. It is about understanding written and unwritten rules.

Influence : is very important, ask questions. Who are the influencers and why? The psychology of decision making.

Courage : a core value at Oronot, fun to have it and to be a good leader you have to use it. Challenge people; don't give excuses, what is right and wrong? You need courage for continuous improvement.

All of the above are linked and they all come into play in our business and personal lives.

Do you think power isolates?

Power can isolate women in smaller countries; this is much less of an issue in the U.S. - where women are more open and expressive.

Title can be isolating and shut down conversations between women.

Sometimes women are not supportive of each other.

Any other comments?

I really enjoyed this discussion and it was quite thought provoking.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

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1. What do you consider to be the major milestones in your career?

Decision to start a career journey in a MNC.
Application and acceptance from a large company. Self-nomination to a new position with support from peers; "OMO" Brand Manager. New job opportunity with Coca Cola Company during maternity leave. International working experience; based in Budapest and responsibility from CEE and some from Russia. Great experience, lots of travelling and organising. Achieving a Work-Family Life-Social life Balance. Economic Crises- a new chapter and milestone.

2. What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

Being able to see the big picture. Direction versus Status or position-I am driven by choosing the right decision and never tempted by the status or the position. I focus to job and my direction.
A drive to be involved in an NGO work
New challenges in new geographies or functions

3. What forces have enabled (facilitated) women's ability to become Board members?

Our company has a goal to have 50% women workforce. There is full support from the company but no board level membership for the moment.

Are there any external factors that have helped (quotas in politics)?

CCC has no quotas for women but the current population is 50-50. There is a target to include women at Board Level. 2nd women president has just been assigned as of March 2012 plus Dominique (Pres, for Europe)

In my case external support mechanisms were also very important-my family support, domestic helpers and very important my husband's support very crucial!

What are the obstacles?

Perception of a hard working mother. There was a pressure from social circles. It was my own choice and some social circles had a hard time to understand this.

To what extent have your skills, expertise, background, education helped in securing your selection to a Board?

I have a 6th sense which helps a lot plus my communication skills, ability to communicate at all levels, being open and at the same distance to all parties helped a lot. Multitasking is also very important and critical. Participative management skills to involve everyone in the decision making process also very helpful.

What do you believe are the roles and/or mission of a Non-Executive Director or a Director?

Vision-I have to be part of the vision and control the direction and not to deviate from this vision.
The governance of company strategies are also my biggest responsibilities.

Cascading company culture

The legacy of the company should be passed on to the next generations after my term and seamlessly I have to make sure that people can imagine the future.

The enablers to make this happen are; Talent and Organizational structure. I am fully responsible from making sure that company culture is passed on smoothly. I have to make sure that when I leave this chair I leave a legacy which is very clear and not fuzzy.

Of those roles you mentioned, which is the most important to you? Why?

Company Vision and cascading this big picture to all levels. Being responsible from P/L and increasing market share will not be meaningful if we do not touch people's lives.

My vision is how to touch people's lives as a leader. And to make sure that I add value to people and society and economy!

Which one do you enjoy the most?

Talent management and working with young people who will shape the future. I am currently working with "Y generation".and they are mentoring me to understand and learn their ideas, working style, likes-dislikes.

Which is the most difficult? Why?

Creating culture is very tough.. It is a very long and hard journey. Now we are operating in 206 countries. It is a very big multinational organization and yet





has many microcultures ! It is a big challenge to cascade the company culture. Our environment is always changing and evolving and sustaining this is very important.

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director or a Director in relation to action and reflection?

Action! Unfortunately we do not have much time for reflections. I listen to feedbacks very carefully and use those as reflections. We are very focused on results however we must keep a balance ! Here the org. structure helps us. I believe we must save time for good and quality reflections.

7. Are you confronted with short or long-term opposition and how do you deal with this? Do you consider yourself as the guardian of the sustainability of the company?

Absolutely and many times. Change was inevitable and serious. There is always a resistance to change and will be. Those rejecting change were assigned to different roles, in our system or outside the system. By default I am the guardian of the sustainability of the company. This is from top down and from within!

Do you think you contribute to change?

I have been working for 23 years. First 12 years were dedicated to do the best for what is expected from me. Later I needed a change and joined CocaCola. Change is crucial for betterment and comfort zones are very dangerous for growth. In 2004 we had a new CEO in CC who wrote a new manifesto. We follow this change and make it happen! I became a facilitator of this great change. We were 150 change agents among 700.000 (including bottlers) people.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

No, I do not. Sometimes the pace is slower and sometimes faster. I never lay things on the table without a decision. My job is to make decisions and clean up and move on. I listen to many people and ideas but at the end I make the decisions. The process is discussed collectively. I have very trustworthy and

dependable advisors. I ask a lot of questions, gather data before making the final decision

How much autonomy do you have in decision-making?

Before I make the final decision, we discuss a lot and I listen to all ideas very carefully. Everyone is part of the final decision. So they cannot argue and say I do not support this decision. Sometimes I have to make a decision solely. There are times where I delegate the decision making on purpose. I report to Ahmet Bozer but there are many functional leaders. I have to align with them. I am accountable from those decisions that I make about my commitments.

Do you think women have particular qualities they bring to bear as leaders?

Self confidence, women way of doing things in a men's world, flexibility (sometimes women are too straight forward), transparency, being less politically correct, no hidden agendas sometimes this hinders diplomacy!

If yes, what are these qualities?

Self confidence-this is lacking in women workforce and we are working on it.

Communication-Being very careful about what you do and say in a men's world..

Flexibility-Women tend to go straight forward

Does the fact that you are a woman have any effect on your role or your stature?

Yes, and in a more negative sense. Especially the mother role! Therefore I provided much more understanding and flexibility to women in my team. I also realized that I sometimes put limitations on myself for being a woman.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Yes I decided to socialize not only during the evenings but for example during breakfast meetings. I realized I was not saving time for myself. My decision was to focus on kids and family. Recently I am sparing time for myself and doing things I always wanted to do like sports and playing a musical instrument.

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What do you consider to be the major stages in your career?

First major step as a young candidate from Theoretical Physics I took on a practical role as production operator at ELF. This was outside what was expected from the surroundings but it proved to be very important to me later in my career. Getting the chance at the age of 32 to become Platform Manager in the North Sea as the first female ever and the youngest in that position ever – was a pivotal period in developing my management career. Being appointed as member of the Executive Management Group in ..., with the responsibility of all HSE work across the Company worldwide was another important stage. .

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

As a director it is the chance to influence the development of new technology or business opportunities. I am a person that involve in new ideas and it is hard for me not to participate.

In the role as non-executive director I choose what I feel will give me new energy. It is to participate on a quite new area or business. Example; taking on the position at the Board at the Regional Hospitals in Bergen – it was to give an important contribution to the Community. Or saying yes to a Board position at the University of Bergen – it was to contribute to an important Quality Reform initiated by the Government.

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

Frankly, I have never had any particular plan/goal for my career. I have been convinced that if you deliver properly on your plans new exciting challenges will come up.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

We have quotas for women securing participation in Boards. Personally I will not take a Board position because I am a woman. What is important to me is to have a complementary Board. A Board that is composed with different background, both

men and women, with different industrial experiences, educations, personalities and international background.

What role does the law play in the quotas for women in Boards?

I realize the law has helped several women getting Board experience.

How much influence does the professional background/expertise/participation in an Executive Committee have?

To have a professional background is of utmost importance, and it gives extra strength when it is combined with solid practical/operational experience.

D. What are the obstacles?

The main obstacle to get women into a Board is those who nominates do often choose candidate with same experience as themselves. Then it is difficult to choose a woman. Another obstacle is that women often say no to new challenges. There exists an obvious lack of ambitions. Women have a tendency to choose the traditional way; family and children. There still exists prejudice about women in top positions – it is hard to break through the ceiling.

What is the role of a Non-Executive Director? (1)

Of most importance is to set the strategic direction/ setting the vision for the Company. To have a Governance system, including ethical standards and a set of values that work as intended.

To have the Board composed in a way that it represents different experiences; International experiences, experience from M & A, and Controlling. See to that the Company has a succession plan and plans for developing talents.

Which one is the most important to you? Why?

Strategic direction and a governance system that is auditable.

Which one do you enjoy the most?

Discussing the strategic direction gives me a kind of new energy.





Which is the most difficult? Why?

Discussions of the Macro picture is always difficult; examples: what are the macro picture in say Asia, the development of the oil prices, the currencies, the global prices on steel - for the next year, etc... .

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director in relation to action and reflection?

I believe I am strong on action. I have no patience to sit in long discussions before taking action. I believe I am very firm and quick on what should be the strategic direction. Maybe I am not too distinctly political or tactical. I am not reluctant but am voicing my views. I am not afraid of challenging a new/unknown area, but I have to be certain that we/I have the knowledge or control of the whole picture. Often I have experienced that I get the mandate if a project is not developing according to plans.

Are you confronted with short or long-term opposition and how do you deal with this?

In a huge organisation like Statoil there will always be different views on a lot of subjects.

Do you consider yourself as the guardian of the sustainability of the company?

I am strictly focused on a sustainable development and I am working along different axes to be sure that we achieve that goal. It is important to increase value to the shareholders of the company, but it is also important the way we do it and how we act in the society. We are a big company in a small market and people of Norway have expectations on us. It is important to build our leadership on our value-based management model. My remuneration is not only based on what I deliver but also the way I deliver it. I feel responsibility for developing all our technical solutions, in all our projects worldwide, in a sustainable way.

Do you think you contribute to change?

A. Are there any changes which you feel more strongly about?

In my position the main challenge is about change. The value of the project portfolio under my ma-

agement is about 150 billion NOK. In a few years time the value will be 650 billion NOK. To be able to cope with that means that we have to change to new technology and the way we work – every day. My challenge is to develop the organisation, convince every individual that it is possible, and motivate through a combination of being pushy and demanding. At the same time it is not only a question that we reach our goals, but also important is how we deliver on our plans. It should be in accordance with our ethical standards our values. As said in The Statoil Book: "At Statoil, the way we deliver is as important as what we deliver".

Do you find decision making hard?

I am taking decisions easily. What is important to me is to evaluate the risks, upside and downside risks. Making decisions is not hard. You must have the same attitude to small and major decisions. Every day you have to think every word you are saying, because they have implications. An interest in matters is really important because finally you really bear the responsibility, even if your subordinates have taken the action. Your team trusts you and the energy of the team becomes free to other matters, when you are ready to bear the responsibility.

How do you make your decisions (alone, collectively, advisors)?

I am never taking big decisions alone, but will consult/have discussions with my management team, and am taking valuable inputs into the decision. That is why we have a management team, one person can't have knowledge of every aspects but a well experienced team secure all aspects being evaluated. .

Who do you represent if you represent someone? How much autonomy do you have in relation to this mandate?

I represent myself. The nomination committee has nominated me as an independent candidate. I act 100% autonomously in my Board work.

Do you think women have particular qualities?

In my leadership I have 4 pillars : As a leader I can reveal my weaknesses. That is why I have a



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management team around. I devote much time to secure I always have the right team. Intuition. This is equivalent to experience. You recognize a situation from what you have seen in the past. 90% of the decisions based on this are correct. Tough empathy. Give people what they need but not necessarily what they want. Give them new challenges and follow up with real feedback. In 70-80% of all cases this is stimulating and it works. Dare to be different. Dare to be the best. Dare to take on difficult challenges. Dare to let people be jealous at you.

Does the fact that you are a woman have any effect on your role or your stature?

To be a woman in a men-dominated environment has been both positive and negative. If you do a good job the environment will see you. But a woman can't rest on her success - she has to perform and show up her skills all the time. To me this has not been a disadvantage.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

I have been very conscious in promoting skilled women in my organisation. Close to 50% of my management group is women.

What do the following terms mean to you : power/ authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

The word power can to some tend to be something negative.

I like to have power combined with influence. This is in fact very important to me.

Authority is something you get from the position you have in the organisation. I am not a person that acts in a dictatorial way, but I like to influence and take the decision.

I believe I maybe underestimate the authority that I have in the organisation. It is important to me to behave as I always have done, since I was a girl raised in my little home town.

16. Does power isolate?

Yes, sometimes it is isolating. Personally I am very autonomous in my leadership. I am a leader which put all my loyalty to the Company.

You can have power (informal) without having any formal power. You can have it through networks.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

When I exercise power I do it within the company's set of values and ethical standards. And again; we measure our employees on both what they deliver and the way they deliver.

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them?

The best way to influence is to deliver on or above what is expected.

What is the importance of the formal and the informal?

The formal is important. If the formal doesn't work the informal starts working.

The role of being connected/networks? Alliances?

Network is important. You can use it to learn more, but you can also use it to help others to be better. Network for dining and wining is for not much use.

Does complicity/solidarity among women exist?

Yes, through network I have been able to bring forward women that have ambitions and ability to contribute.



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Is there sometimes competition ?

Yes, positive and negative competition exists among women. If a woman in my team complains on a female colleague she will get the firm advice to solve the problem. The relation to the Director (Managing Director, President, Party Chief?) I have a very good relation to my CEO. I get the degree of freedom I need. He is very motivating and demanding. I understand he finds me demanding as well. We have a very transparent cooperation and that is pivotal to be able to this job.

What importance do rules have in an organisation? (1) Within a Board?

To have rules and principles for the leadership in a company is overriding. The total corporate governance system is of utmost importance.

25B. How do you react if certain rules are not respected?

If something happens, not according to the overall principles, I will clearly voice my opinion.

What significance does a company's ethical behaviour have for you?

This is of utmost importance. We have to live as we have predicted in our values and ethical standards. Zero tolerance to - fraud, - sexual harassment. The ethical standards are the foundation of the company and could represent a "company killer".

Where do you stand concerning a conflict of powers?

I have no such conflicts. I know my role, my responsibility and the respect I have in the organisation.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

No resistance, but we have of course different

opinions on issues and though discussions exist. When the discussion is over and the decision taken, it is over. We align to the decision and go forward. .

Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

The Company's value-based management thinking encourage us to show courage in taking though decisions. This attitude is maybe one main reason that has brought the Company forward to such a great success. Courage is the DNA of Statoil. We are a flexible to take brave decisions if the market conditions require prompt actions, and the risks have been evaluated and mitigated. The fact that the Norwegian State has a 67% stake in the company means that all people of Norway feel "this is my company". All this focus and expectations helps us in developing the company in a best possible way, including taking our extended social responsibility.

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What do you consider to be the major stages in your career?

I take my life story as a whole therefore here are my milestones; Moving to the capital of my country, a metropol with many cultures, colors, sounds and alternatives. This had a tremendous impact on my being. Going to USA for graduate studies and degrees for 3.5 years where I learned to be an individual, results oriented, liberalism and entrepreneurship where I started up a company for software development. I learned competition in USA. Upon completion of Master's Degree worked at a leading Holding Company in Building Materials and Pharmaceuticals as an intern. Later took a new job opportunity in Moscow as Sales and Marketing Manager. Here in Moscow I learned more communal way of living and doing business, process orientation vs results, Russian culture and also met my husband. Starting up my own company; As a very freedom oriented person, I wanted to do something on my own. My company became successful.

However I always wanted to work UN (a very important body above nations, politics, cultures and a sacred mission). I was one of the founding members of a new Women Movement in my country. This was an ideal answer to my drive to do something for the society. I worked and started EU committee and actively worked until I became the President of the Association.

I want to be part of the change and help my society and especially support women movement!

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

A speech from a political leader where he announced that he does not believe in any Gender Equality (Women Movement)! I did not have the goal to join a political party my aim was to help the society by being active in NGO's. However it became inevitable to become a politician.

What forces have enabled (facilitated) women's ability to become Assembly Member? (1)

Lack of active and effective opposition! This was a major weakness of CHP and being addressed now. Being active in the politics to provide an alternative to current totalitarian day to day politics. Being close to the leader of my party and to be in the decision making body. Establishing TRUST!!! Earning trust from the beginning.

Are there any external factors that have helped (quotas in politics)? (2,3,4)

Yes. My party wanted to have women to improve its image and also demonstrate the change.

What are the obstacles?

Obstacles-not many but did not feel any support either. I was not a member of the party 6 months prior to elections but I was no.15 on the list (had a very little chance nearly none to become a parliamentarian.

To what extent have your skills, expertise, background, education helped in securing your selection to a Board?

Being the leader of an Women's Assoc (NGO), being very active to motivate and bring together many women around the same ideology and goal. My principle for being EQUAL. Putting People first and at the center of everything. Being Pragmatic. Knowing Project Management. Coming from the business world and bringing a wealth of experience. These helped me not to secure my selection but to strengthen my presence at the Assembly level in the Party.





What do you believe are the roles and/or mission of a Non-Executive Director or a Director? (1)

To be open to changes, being egalitarian, moving for future, being the change agent, having a vision for the future, sticking to it and being open to ideas, cultures, and views.

I want to be part of clean politics, multicultural and drive change through working with young people. Therefore I was instrumental to bring a quota for less than 30 years old as 10%.

Of those roles you mentioned, which is the most important to you? Why?

President of an ONG! There was an ideology, mission, team spirit, sharing and supporting, creating content and value to the society and system. I realized the great impact I made while I was the President.

Which one do you enjoy the most?

Both my role in an ONG and also in businesslife. In business I loved creating jobs and mentoring and coaching young people.

Which is the most difficult? Why?

My new role as a politician. I am new in it and still learning.

In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director or a Director in relation to action and reflection?

ACTION! And CHANGE.

How do you conceive your role and your mission? (2)

To be part of a changing political party

What do you find the most difficult? (3,4)

It is a very difficult mission for an old party legacy but we must adapt to today's realities and dynamics.

Are you confronted with short or long-term opposition and how do you deal with this?

Not really opposition but to manage differences, and different opinions. I do not see struggles as a war. I do not treat other opinions as enemy. I try to understand and embrace them. This brings sustainability and maturity.

9. Do you think you contribute to change?

ABSOLUTELY. Change is a major drive for my success.

Do you find decision making hard?

No never. I am a quick decision maker. I made decision over night (and really strategic ones) and was happy with them.

How do you make your decisions (alone, collectively, advisors)?

Most of the time I am alone but I like to consult, I listen and I can change my decision as well. I do not stick to my original decision-not necessarily.

11. How much autonomy do you have in decision-making? (1, 3, 4)

I have a very open and straight forward way of communication. I am outspoken. I say what I believe and never afraid to say the truth. I communicate according to my principles. I do have autonomy in expression my decisions.

Do you align consistently with certain individuals or groups on a Board?

I do not always align with individuals or groups necessarily.

12. Do you think women have particular qualities they bring to bear as leaders?

Yes. Politics shape women and men. However women challenges, questions and tries to change



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If yes, what are these qualities?

Women react more intuitively in her family life, daily life, in politics in general. Women are strong. Although I am not a mother but still as a woman I embrace and this brings trust and openness from others, around you. Women are resilient, sturdy and also patient. We do not give up easily.

Does the fact that you are a woman have any effect on your role or your stature?

For my current role no. If I succeed for making it to MKYK (Executive body of the Party) then I may say yes.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

No not really. However being married led to certain paths and decisions.

15. What do the following terms mean to you : power/authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

I personally do not like the term POWER. Power should not be part of where you are but rather it should come from within and naturally. Power should not be exercised on people. Especially to against people with different ideas and opinions. It should help you to win them not to suppress them. Authority- This comes along with experience, knowledge, seniority. It should not come from top down. It should evolve with maturity. This way you can influence people through authority. Politics- You must have an ideology first and by influencing people around this ideology you achieve the ideal. Influence-Creating CHANGE. Courage- A must to have to be able to make changes. Being strong about your beliefs, principles and standing up even if the crowd around you does not support you.

16. Does power isolate?

No. It brings people together. It should! A strong leader is not alone in isolation. She or he always has people around her/him.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

Limits to power come from the inner human. Jealousy, greed, and other negative desires and drives may limit power. If legal or moral rules affect exercising power- this is not true power. At least not my definition of power.

What significance does ethical behaviour have for you? (1,2)

Ethics are very important to provide guidance and serve as a compass to show you the right direction. Our ideology and dreams may deviate our path and therefore we must go back to referencing for the right way from ethics.

Being ethical is above politics. This is very hard but ideally it will prove to be the correct measure in the longrun.

29. Power and courage, what does that evoke?

Leadership is dependent on being courageous. I love courageous people and to work with them. I would love to be described as someone who is courageous, honest, and loving.

Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

In the current system there is conformity. Courage is not valued.

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What do you consider to be the major stages in your career?

1995 – foundation of my company. 13 years of everyday work : building of Radio station as a brand, development of business, organizational structure establishment. There was a desire to create something with our own hands, at that time we understood nothing about business – we just wanted to make such a radio, which we ourselves would enjoy listening, including our friends and people having kindred spirit. On our way we realized what the media business is. Functioning on an undeveloped advertising market, we did not do the analysis, and did not do the targeting or searching for a target audience – we intuitively perceived that brand and legends is what is important for business. So, we organized a lot of various events and campaigns around the radio station that were meant to enrich the radio environment. As the result, the “Silver Rain” has become a brand within a luxury segment. The second important career stage was TV channel. And with TV was the same story as with radio station. The key motivation for us was to initiate the project that would be interesting for ourselves and for those who were saying that they did not watch TV – to make it interesting, open and honest to meet our own expectations.

I have always been guided by intuition, and trust only intuition entirely.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)? Do you have (have you ever had) a particular plan / goal, one which you hold (held) close to your heart?

At the radio station : I and my husband were partners. I was a junior partner. We shared 50/50% of responsibility. He was General Director and Senior partner. I was responsible for business and brand promotion. Internally, in my own perception of our joint work, I was playing supporting roles, which had not given me any discomfort for a

long time, since it was my internal perception. My external (PR) ambitions were satisfied, and I have not had any management ambitions. (As 2 cooks in the kitchen, who make attempts to take advantage of each other, “hogging the blanket”). But after a while, I became unhappy with the way the company and business were developing, so, possibly, that was the reason why I have grown up to acquiring a drive to lead and manage myself - probably, because I’ve grown to become wiser earlier, as well as in family relationships.

This inner understanding allowed me to build within the framework of TV channel such management structure that was based on the principles, philosophy and mission that are close to me. The aim was to create a family atmosphere within this business, so that everyone would find great pleasure of working in it.

I presently occupy position of General Director and Creative Producer, and suffer from absence of the second partner, since I have to do all the routine work myself: administrative, financial, accounting, legal functions*.

I do not find it awesome to be General Director – it is much more important for me to remain the leader and founder, but I do not dream of being a General Director.

Which elements favour (facilitate) the entrance of a woman into a Board? (1) Are there any external factors which have helped (quotas in politics)?

The external factors facilitating my professional development were my men – who contributed to my involvement as manager and to my career development. My first husband was my partner in radio business, who introduced me into this business and made familiar with it. My second husband gave me a chance and supported me to believe in myself. At times, I was desperate – a couple of times I was

ready to set everything aside, but he always encouraged me, gave confidence, etc.



INTERVIEW X



What are the obstacles?

I did not encounter any obstacles – if you have the ability and competence, you do what you can, and nothing hinders you. When I begin to believe and desire something, everything happens – I can lead other people and act as a “firestarter” not through business planning, but due to the fact that I believe in the result. When everything goes right, it gives me confidence in the outcome. Doing business with fun – is about me.

How do you conceive your role and your mission? (3,4)

With respect to the company, I perceive myself as a “firestarter”, an inspirer and a guiding force, but never as a typical “corporate” manager. I am driven by my trust and confidence in the result, and am ready to do everything opposite to the market and forecasts.

With respect to the audience: there is no quality TV, this niche is empty. Therefore, I have always been driven by internal motivating factor - having this knowledge of how media influences the audience, I have always felt the inner responsibility and have targeted to produce such media material that would change life for the better.

I clearly understand the amount of social imperfections in the society – I am not being ordered to prepare this or that material, we do it, since we feel the inner necessity to do it.

The protest movement – we were the only channel that started to offer an objective “picture” of what is going on. The Rain has become some kind of detonator. Informational freedom came from the Internet and appeared on the TV screen. If there is a chance for our country to change, the Rain will play its role in the process – and not because I meditated and decided to make it so, but because we want to be open and honest.

Do you think women have particular qualities?

I do not think that women have particular qualities. However, they may have a more keen feeling of responsibility, readiness to compromise, absence of ambitions that usually trigger men to measure strength with opponents, and drive for seeking to reach the balance and conformity of everything. Being a woman has often helped me in the course of negotiations: the opportunity to be charming, demonstrate intuition, being able to maneuver, not being stubborn, but exercise flexibility.

15. What do the following terms mean to you : power/authority/politics/influence? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

How I understand “power” is when I can make decisions myself and hold responsibility for the decision made. “Authority” – in order to implement a solution, one needs certain amount of authority, a mandate to do something. “Politics” – I do not understand much in politics. “Influence” for me means “responsibility”.

16. Does power isolate?

In my case, I do not think that power isolates. Isolation is caused by subjective personal qualities and not by possibility to exercise power.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

The limits to power for me are: To “Do no harm”; Ten Commandments and that it is not necessary to make things too complicated – one just has to follow moral and ethical guidelines.

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Among means that women have at their disposal to influence the positions of those around them I can distinguish : Persuasion, ability to convince others. Charm. Equivocation/Subtlety Wisdom/



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BOARD MEMBERS AND COMPANY DIRECTORS



Astuteness/Acumen. Men rely more on argumentation and rational approach. Openness, fewer psychological complexes. Opportunity to flirt a little and be charming helps to generate more trust, but will never affect the decisions made.

Does complicity/solidarity among women exist?

Of course, solidarity among women exists. I have a lot of women-colleagues in business and I enjoy having their support in compliance with gender characteristics.

Is there sometimes competition?

Most of the time I have no feeling of competition, and I rejoice in the success of my female colleagues. Men, at times, have more jealousy.

23. What importance do rules have in an organisation? (1) Within a Board?

Rules and processes within the organization are important, from one point of view. However, I do not always find it comfortable to comply with them. Any organization should work according to the rules, but in my personal perception I am not a great fan of rules and various procedures.

Where do you stand concerning a conflict of powers?

I prefer to be guided by common sense and not to match wits. I am ready for compromise, tend to be flexible and can easily step back in order not to find myself in a dead end. Within my own company; if there is no solution offered, I will not waste time on being democratic and asking for expertise, advice, etc. However, I also worked in another situation in Silver Rain, when won the one who had the right competence. To accept the decision with which I do not agree is very difficult, but if I once decided to accept it, then there will be no way back.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)? If yes, on which occasions? On which points? What happens in general?

I do not like to be opposed or face resistance with respect to the decisions taken by me – my reaction would be non-democratic. But at the same time, I am open to the dialogue, can easily change my point of view, if I understand that I

was not right, can apologize. But when I face, for example, ignoring of my decisions, I dislike it greatly. In such cases I tend to be irresponsible. The decision made should be implemented. I do not usually exercise any penalty measures or sanctions. If the person or employee demonstrating constant confrontation is important to the company, I would make attempts to change his or her position. I support family authoritarianism and female authoritarianism. I think men stick to a more straight-out and consistent approach in this respect. While I may one day be authoritarian, and another day show democratic management style, and even apply arsenal of charms. In the event that I am positive about the solution to be taken and fully convinced in its correctness, I say: "Believe me – we go this way. If I am in two minds about something, then I take counsel and discuss.

29. Power and courage, what does that evoke?

My commitment to principles and basics is a primary factor, and it does not relate to power. I have generated a specific managerial system. Why one needs to have power without the necessity to lead the company?

Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)?

I think that the current system does not sufficiently value courage.

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BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW

X

What do you consider to be the major milestones in your career?

Upon returning to my country, following her post graduate studies in USA, she applied to a multinational startup company that hoped to expand by acquisition. While she was expecting a reply, she got an offer from a local holding company boss. She took the job with "fait a compli" and started right away. She had a very pleasant and resourceful work experience while she worked there. You may not get what you plan to do but also be responsive to what you have in front of you. This was the first milestone in her early career. Later (after about 4 years) the acquisition went through and the same company decided to continue with its new investment projects, she took this challenge and worked throughout her career in ABB. If you once give a positive impression, they will not forget you even if the years have passed in between. Being invited back and joining a large company was another milestone. She was appointed as the General Secretary of the Board in her late 20's. She was the only female also in the management team. She was the CFO and her job scope widened later by new responsibility areas such as Legal and HR apart from Finance. She was the only female manager invited to attend a meeting of 100 county operations worldwide. Later she became a member of the Board of Directors at a very early age in 1990.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

She was a hard working manager. She was never afraid of competition. She felt very lucky to have the great support of upper management. Therefore, her promotion to Board of Directors was a very smooth and easy achievement.

What forces have enabled (facilitated) women's ability to become Board members? (1)

The support and trust of upper management. This was very important. While she was the General Secretary, the role was a silent and passive one.

When she became the full Board Member, her boss asked her to be vocal, not to be afraid to speak up and fully contribute by exchanging her views, ideas even if they are totally against other members, who were seriously high in ranking and with a lot of achievements in their careers. She was to speak up and voice her opposing view in front of very high ranking officials of the company that visited the country once or twice year. And there was no big mentoring, but few words: Now, speak up!

To what extent have your skills, expertise, background, education helped in securing your selection to a Board?

Her Finance background required a lot analytical skills and detail orientation. Understanding numbers and evaluating numbers was important. These together with her role as the top of HR to make recruitment decisions at the top enforced with her assessment abilities and equipped her well to become a member of the Board. Her strong educational background with a PhD and especially successful and hardworking years during her education continued all throughout her career. As a female she felt her 6th sense helped her decision making in most crucial cases.

Are there any external factors that have helped (quotas in politics)? (2,3,4)

There were no quotas back in the 80's and 90'. The company culture at ABB was the main external force to help her to the Board membership.

What are the obstacles?

Company's interests are always overruling individual interests. This is the norm. Personal interest and strengths are sometimes needed to be overlooked, because it is the company's needs or openings or emergencies that need to be at-





tended first. Another obstacle that is put forward especially for woman was travel. For example: Can you stay 3 weeks in China? This is never an issue for male executives but it is always a question or a potential issue to be put forward as an obstacle for female execs.

4. What do you believe are the roles and/or mission of a Non-Executive Director or a Director? (1)

To make sure complete adherence to local rules and regulations are achieved was my first priority. To control that the numeric data is valid and it reflects the reality was the second issue I valued. To achieve compliance in all matters especially in reliance to all sources; financial, human, capital etc. The main role of a Board Member is to obtain a sustainable growth and profitability in the future as well as today. Growth! Growth! Growth was the priority. What can we do better than last year? Both organic growth and growth by acquisitions or mergers were a priority. Sam is applicable to the NGO. Do everything better than last year.

Of those roles you mentioned, which is the most important to you? Why?

The healthy and sustainable profitable growth of the corporation. The maintenance of this growth strategy where the most valuable resource is the HUMAN CAPITAL and NOT financial resources! Managing people is most important.

Which one do you enjoy the most?

She enjoyed the most to see your personal added value in a healthy and steadily growing organization. Also this is why she joined Kagider, the NGO elections, as the President. I could make a difference by adding value to the organization. I never thought or planned of going for Kagider elections. I ran because I saw that I could make a difference. The voters saw that same thing. And, we have already made a difference.

Which is the most difficult? Why?

To motivate people at all times is a very difficult task. But this is a must. To achieve team spirit in

an organization and run after the issues to reach the targets can not be done alone.

5. In general are you more a woman of action or reflection? What are your thoughts on the role of a Non-Executive Director or a Director in relation to action and reflection?

Please cross out reflection. I am a woman of action. Board of Directors must look to the future. They must work on a strategic level and not deal with daily operations. They must be inspiring as well as controlling. They must take decisions and be able to see the total picture. They must also fairly estimate that what I presented to them is correct and it reflects the truth.

How do you conceive your role and your mission? (3,4)

Being a change agent is a very tough job. It is not easy to change things. To explain the difference is also difficult and yet very important. You have to be very convincing.

What do you find the most difficult?

The most difficult one is that when you know the right decision and you are quite sure about it, the time you need for other people to understand, see or be convinced about this decision. There is a time required for your vision to be everybody else's vision.

Are you confronted with short or long-term opposition and how do you deal with this? Do you consider yourself as the guardian of the sustainability of the company?

In my current position as a leader of a women assoc. (NGO) I had opposition when I and my team ran for the Board. Now I have a mission to accomplish which is to balance my role as a team leader, as an opponent to Government or other associations. I have to continue the sustainability of my organization in a rapidly changing environment. I am also controlling the success and presence of my organization.



INTERVIEW X

9. Do you think you contribute to change?

YES. Definitely. Being a change agent is very important. The biggest challenge is the mindset change. The difference I create from today and tomorrow conditions will be my added value. I strive for the betterment and while creating a change, it is very important to avoid ambiguity and chaos.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

This is a very important question and a topic. At the top you are sometimes very lonely. I consult, before I make my decisions. Then I digest and evaluate and sometimes if it is a big decision, I sleep over it. But when I make the final decision, I am alone. Decision making is very tough for males as well as females. As females, we are equipped with our 6th guiding sense. It helps a lot. I have seen people that cannot make decisions and delay the decision making and hard the company during that delay. You need to go ahead with the decision.

11A. How much autonomy do you have in decision-making?

I have a boutique hotel and for the management of that entity, I have to make decisions continuously and most of the time alone. There are times that it is joint or consultative as well. The method does not matter. I is the result that matters. Consistent alignment does not help. You have to see the alternative.

But in my role as the Leader of an NGO, if I have a complete belief in my decisions, when I see the consequences clearly, I also need to stand behind it, no matter what the others think about it, I need to convince others about this decision.

11B. Do you align consistently with certain individuals or groups on a Board? (1, 3, 4)

You need align with majority to have a healthy organization. To scare them off is not a right thing to do. And alliancing the majority of the ladies with the decision is not a very easy task. Believe it or not convincing ladies is more difficult than convincing gentleman on the Boards.

Do you think women have particular qualities they bring to bear as leaders?

Yes. Women have multi-tasking ability, most of

the time they are multitasking, they have assessment skills and long term and short term prediction ability.

If yes, what are these qualities?

Assessment of human beings, facts, things and the future. Short cuts in decision making. Less and careful risk taking.

13. Does the fact that you are a woman have any effect on your role or your stature?

Of course, it does. To cope with it first you have accept the fact that you are a woman.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Yes. As a woman work and life balance is more important than man. Having a family influenced my career choices. For example; relocation to a foreign country was not an opportunity that looked forward to. I got several offers and I could go even further in my career.

15. What do the following terms mean to you: power/authority/politics/influence/courage? Are you able to distinguish or find a link between them? For each concept, give an example from your professional life.

All of these terms are very important. Power is the most important one. Without power you cannot achieve any result. I was not fully aware that I was very powerful, until a colleague of mine told me that I am very powerful. This comment enabled me to evaluate my strengths and helped self-awareness.

Power is not equal to being tough. You can be

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BOARD MEMBERS AND COMPANY DIRECTORS



powerful and soft. I am soft on people and tough on results. To make a difference by influencing, you have to be powerful and courageous to use your authority.

Politics- You need to be careful about it. Never ignore it! It is not something you can manage, so you have to be careful about it. Furthermore, in my opinion, most of the time it harms people more in the organizations than helping them.

Power comes from within and definitely not from company politics. Authority is given from outside. Courage is needed to show your power when you are given authority!!!

I had a lot of courageous decisions. Especially, when you make people appointments. They are always very courageous decisions. My latest courageous decision was to run for Kagider Presidential elections. At one point I said I did not need this much of a challenge for myself when I have a lot of other things to do. But when you are in the race you are equipped with racing ability.

Does power isolate ?

Yes, it does. When you become powerful you cannot share many decisions. To expected to tell and not to consult much. Also, envy also starts from those around you.

A. What is the link between power and responsibility ?

You have to show the consequences of your power and this requires responsibility. You are responsible for the end results. The echelon is a pyramid. In the pyramid you are alone. And the consultation you get can sometimes be in the edirection to throw you out of that pyramid.

B. What are the limits to power and do legal or moral rules effect the exercising that power ?

The limit to power is that there must always be rules, full transparency, sustainability and ETHICS or ethical behavior while you are exercising your power.

What significance does a company's ethical behaviour have for you? (1,2)

"0" TOLERANCE to unethical behavior! Zero tolerance is important because there must be no excuses or explanations. Ethical behavior is an important value to for every organization to value. When you start to make exceptions, you will not be able to calculate the consequences. It also starts from the top. You need to act and

think ethical and consistent, than you can expect ethical and consistent results. Woman in the organizations have better grasp of this issue.

Power and courage, what does that evoke ?

To be powerful you need to be courageous. When you make the right decisions in a row you become powerful. Courage evokes even more power in uncertain environments. And courage is needed because there are uncertainties.

Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities) ?

The system does not value courage by itself. Rules, procedures and responsibilities and definitions are put forward to define the decision making and minimize the need for courage. But it is well defined in lower echelons of the organizations and never defined in higher echelons. The higher you get the more courage plays a role in your decision making. You need to be and show more courage. When you are in power they see that you make decisions with courage and that makes you even more powerful. But first it is not very obvious that you are take decisions with courage. The top people need courage. It is not to be changed in the foreseen future.

Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4), what would you like to change in the system ?

System is improved when people only take calculated risks and the courage dimension minimized in the echelons of the organization.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW

X

What do you consider to be the major milestones in your career?

CEO of one of the first private companies in my country. Deputy Managing partner then Partner ... Member of a Board, Chairman of Auditing Committee.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

I became a Director in the very beginning of my career as a co-owner of business – I had no other chance, it was the only opportunity to drive my business. My goal is to improve transparency, accountability and honest behavior in business society.

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

YES! Learning a broad experience internationally, working with highly competent and interesting professionals and to bring this experience to service in my country.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

Are there any external factors which have helped (quotas in politics)?

The external factors were the changes in Russia towards development of Corporate Governance Principles.

What are the obstacles?

The obstacles: Level of understanding of Corporate Governance Principles, business culture in Russia.

To what extent have your skills, expertise, background, academic qualifications helped? (2, 3, 4)

Qualification - Chartered Director

How do you conceive your role and mission? (2,3,4)

To improve Corporate Governance and build the appropriate understanding of Independent Director Role in the board activity and business in large in my country

What is the most difficult?

To convince others that Director can play vital role to the company to deliver its mission and support equally every shareholder's interest.

Do you think you contribute to change?

Yes, I have contributed to change. Contribution was development of appropriate Board Reporting System and Risk Management foundations.

Do you find decision making hard? How do you make your decisions (alone, collectively, advisors)?

I make decisions, judging by and consulting to my heart.

Do you think women have particular qualities? If yes, what are these qualities?

Women are more human, have better understanding of human behaviors, are more loyal, and have developed imagination and better support others.

Do you think the fact that you are a woman has any effect on your role or your stature?

I do not think so.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career)?

Definitely. Such as life/career balance.

What do the following terms mean to you : power/ give example from your professional life; authority/ give example; politics/give example influence/ give example; courage/give example? Are you able to distinguish or find a link between them?

"Power" is an umbrella for "authority" and "politics". "Power" for me means how strong you are to implement what you are aiming for.

"Authority" is part of "power". "Authority" is the level of responsibilities you are ready to undertake.

"Politics" is how good you are in understanding of what others believe in and in using this to achieve your objectives. "Influence" is part of "politics". "Influence" is the best way to agree about anything and everything.





Do you think power isolates?

Yes!

What is the link between power and responsibility?

You can not be effective in taking responsibility, if you are lacking power.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

The limits to power for me are: human principles and values.

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Among means that women have at their disposal to influence the positions of those around them I can distinguish: Beauty, Intellect, Intuition

What is the importance of the formal and the informal?

Equal importance.

The role of being connected/networks? Alliances?

Important.

Does complicity/solidarity among women exist?

Yes, to a certain extent.

Is there sometimes competition?

Yes.

The relation to the Director (Managing Director, President, Party Chief)?

Good.

What importance do rules have in an organisation? (1) Within a Board?

The rules are important. Without rules organization cannot use appropriate Corporate Governance and achieve objectives.

Rules have to be not only designed but should be functioning as desired..

Are there any (rules) which you adhere to particularly? Which ones?

To act based on the agreements, keep integrity in the achieving of the objectives.

Are there any rules which are not respected? Which ones?

A lot of basic rules. For example, undertake responsibility for what you promised.

What is your reaction?

I am upset. I step in and press tight for right behavior.

What significance does a company's ethical behaviour have for you? (1,2)

Big significance and importance.

Where do you stand concerning a conflict of powers?

I have to understand what the substance of the conflict is and build my independent position, not involving myself in the conflict of powers.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

If yes, on which occasions? On which points? What happens in general?

Yes. If I think that decision is based on not clear and transparent information, or if members of the Board act for the benefit of some particular shareholder or power player.

Power and courage, what does that evoke?

We are living only one life and you need to understand that you need to use power when you think it is appropriate to pursue and achieve well-developed and positive objectives, which can be encouraged by your values, beliefs and rules.

Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)? Being in a position of power (2, 4) or decision making (1, 2, 3), or of making recommendations (1, 4)

Speaking about Russia - definitely. Speaking about the world, in the long term perspective - yes, in the short term - no.

What would you like to change in the system?

What can be changed in the system is people encouragement and values.

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BOARD MEMBERS AND COMPANY DIRECTORS

INTERVIEW

Sandra WELLET

Vice-President of Global Supply Chain
in EMEA at Lenovo United Kingdom



Sandra K. Wellet, Vice president of Lenovo's Global Supply Chain in EMEA, is responsible for leading the "order to cash" supply chain processes that support customers in Europe, Middle East, Africa and Russia. She has end-to-end responsibility for EMEA's supply chain operations including : supply/demand alignment ; order-to-delivery processes; cost management ; inventory optimization and controls ; and customer invoicing/ accounts receivables. Prior to this role, Ms. Wellet was vice president of strategy & operations for Lenovo's Global Supply Chain, responsible for setting the three-year supply chain strategy and managing key cross-functional transformation initiatives. She has also held leadership roles in strategic sales and relationship customer support for Lenovo Americas. Additionally, Ms. Wellet led an enterprise-wide business transformation through the deployment of a strategic, SAP-based IT system into Canada, laying the foundation to deploy a standard system and common processes in all countries across the world. Ms. Wellet began her professional career with IBM Corporation in 1982, where she held key management positions in sales, marketing, brand operations, finance and pricing. She left IBM in May 2005 as part of the Lenovo divestiture. Ms. Wellet played a key role in the integration of the two organizations, and is helping to build Lenovo into a global PC powerhouse. Ms. Wellet holds a Bachelor of Science degree in Industrial Management from Purdue University. She is married with two grown children, and is currently living in the UK with her husband of 26 years.

INTERVIEW SANDRA WELLET

What do you consider to be the major milestones in your career?

In a general way, becoming a successful female executive in a world led by men is the major milestone of my career (I started working in the early 1980's where the workplace was dominated by male leaders)

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

The ability to influence the direction of the company and to be in a decision making role is what drives me to be an executive.

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

The only goal I had when I started my career was to become an executive. Once I got the executive role, I didn't worry so much about my career and was more focused on helping others achieve their career aspirations through coaching and mentoring. I like to continuously learn and be challenged, so I tend to move across functional lines. This helps to improve my end-to-end knowledge of the business while strengthening relationships and building a strong network.

Which elements favour (facilitate) the entrance of a woman into a Board?

Relationships play a big part. The stronger the network is, the more it contributes to your success. You need to have a good reputation, get known for your skills and expertise that will enable you to be considered for a leadership role. What I have experienced looking at successful women is that we have to prove ourselves more than men in the same situation.

Regarding quotas: I do not think that was the case for me personally. Women should be valued

based on their skills and contributions. However, I think quotas do help women to be considered for open positions. Men might not intentionally do this but they have a tendency to favour their gender due to culture. People tend to hire people like themselves.

What do you believe is the role of a Vice President?

Strategic role: we need to be visionary and communicate a clear strategy for the organization. Operational role: We need to set objectives in alignment with the overall corporate goals, and deliver results.

People role: We need to continue to develop our people, our talents, and help them to grow & develop.

Which one is the most important to you? Why?

People are the most important. I can't accomplish the organization's goals without a strong team. My responsibility is to enable and empower the team to achieve their goals.

Which one do you enjoy the most?

I like to coach people to enable them to achieve their career goals

Which is the most difficult? Why?

Driving change. Generally people do not like change. Executives drive change based on what is happening in the marketplace as well as to strive to achieve the corporate goals, but it is oftentimes difficult for the team to embrace change.

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

I am a woman of action. I like to get things done and see the results.

7. Are you confronted with short or long-term opposition and how do you deal with this?

There is always debates and controversy but, again, I maintain strong relationships across functional areas and leverage my trusted network to resolve issues.



INTERVIEW

SANDRA WELLET, Vice-President of Global Supply Chain in EMEA at Lenovo
United Kingdom



Do you consider yourself as the guardian of the sustainability of the company?

Certainly, all executives should play an active role in the company's success.

Do you think you contribute to change?

Definitely, I do believe executives contribute to change. We need to adapt the company strategy depending on the changing market dynamics and what our competitors are doing. It is the executives' role to drive continuous improvement.

Do you find decision making hard?

No, that is why I like being an executive

How do you make your decisions (alone, collectively, advisors)?

Collectively with the team and sometimes with advisors. I try to involve all stakeholders and give them a voice.

Who do you represent if you represent someone? How much autonomy do you have in decision-making?

I think I have a lot of autonomy to make decisions but it depends on the manager you report to the relationship must be built on trust.

Do you align consistently with certain individuals or groups on a Board?

I do not align for consistency sake. I do not align just because I like certain people. I try to make my own judgment based on my experience (related to autonomy answered above).

Do you think women have particular qualities?

Yes

If yes, what are these qualities?

Women tend to be good at multi-tasking. We are also very organized. In general, we are eager to get things done.

Do you think the fact that you are a woman has any effect on your role or your stature?

No I don't, I have earned my role and I do not think the men I have worked with viewed me differently than one of them. I believe that if you contribute the same they will consider you an equal member of the team.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Absolutely there are tradeoffs to be made by a woman wanting to be in an executive position. Each individual has to make those tradeoffs for herself and her family.

What do the following terms mean to you : power/give example from your professional life; authority/give example ; politics/give example influence/give example; courage/give example? Are you able to distinguish or find a link between them?

Power: the ability to influence the behaviours, ideas and beliefs of others

Authority: being recognized as the person who can make the decision

Politics: having the emotional intelligence to predict what others will do based on their positions and views, and then proactively head it off.

Influence: Being able to persuade others

Courage: speaking up even when it's not popular

Do you think power isolates?

I think it could if power goes to the person's head.

What is the link between power and responsibility?

The person in power does have responsibility for a group of people or a company. We don't want people to lose sight of their overall responsibilities and break the rules for their own self interests.

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Women do not have more means than men to influence the positions of others.

Europe and Abroad

BOARD MEMBERS AND COMPANY DIRECTORS



What is the importance of the formal and the informal?

Informal is most important because typically most of the work gets done through networks/relationships. The formal can tend to be about saving face, it's more public. By the time I get to the formal, the informal piece has been done and everyone is lined up with the decision.

The role of being connected/networks? Alliances?

The role of being connected is huge, it has contributed a lot to my success. The power of people is so important. I have successfully jumped across functional lines without knowing much about the processes but rather capitalizing on my past relationships. A company is all about its people.

Does complicity/solidarity among women exist?

Yes I think so, I think because we are a minority, the mutual support to each other is key. A women's network is important also to share challenges and solutions in balancing work-life.

Is there sometimes competition?

Absolutely. But this exists among men too!

The relation to the Director (Managing Director, President, Party Chief)?

NA

What importance do rules have in an organisation? Within a Board?

Rules help keep the organisation under control. I think this is less true in a smaller organisation but need to exist at some level in every organization.

Are there any (rules) which you adhere to particularly? Which ones?

I adhere to the rules that are required for financial controls. On others, I tend to pick my battles.

Are there any rules which are not respected? Which ones?

I would say bureaucratic rules are least respected. You cannot always push back on rules, so it is all about explaining to people about why the rule is in place when the rule does not make sense it is difficult.

What significance does a company's ethical behaviour have for you?

This is really important for me. In the end, one's integrity is the only thing we have. We need to maintain ethics in an organization.

Where do you stand concerning a conflict of powers?

I value the opinion of others. I try to get to the facts and not get emotional. I meet with the people separately to understand their issues and point of view, and then find the compromise solution.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

Yes. We all have our opinion. I always try to make decisions based on data and facts.

If yes, on which occasions? On which points What happens in general?

Previous answer

Power and courage, what does that evoke?

Many people like to avoid conflict so they are more comfortable with the status quo. Sometimes people are afraid to make decisions. Courage is speaking up even when it's not popular.

What would you like to change in the system?

People like to hire people like themselves but we need to go beyond. We need to hire the best talent. I would like to see people hired for roles based on their skills, experience and performance without regard to gender, race, etc.

Europe and Abroad

SENIOR CIVIL SERVANTS OF THE EUROPEAN UNION

INTERVIEW

Anne HOUTMAN

Head of Representation in France for
the European Commission Belgium



Lenovo's Global Ms Anne Houtman was appointed Head of Representation of the European Commission in France on 1 September, 2010. Board Member Member of the Board of Directors of the Catholic University of Louvain and a member of the Royal Academy of Sciences, Letters and Fine Arts of Belgium. Positions with the European Commission August 2006/August 2010: She served as Director of internal market and sustainability in the former Directorate-General for Energy and Transport before becoming Director of general policy in the Directorate-General for Energy, following the split of DG Energy and Transport. December 2004/July 2006: Director for horizontal policy development in the Directorate-General for Internal Market and Services. September 1999/November 2004: member and, from 2001, Deputy Head of Cabinet of President Romano Prodi. She spent a short period working at the Statistical Office of the European Communities. From 1987 to 1999 she worked in the Directorate General for Competition leaving, as Head of Unit for state aid policy, to join the Cabinet of President Romano Prodi. Previous positions Assistant Professor at the Polytechnic Institute of New York (Statistics and Mathematics) for two years, then guest lecturer at the Centre for Operations Research and Econometrics of the Catholic University of Louvain (CORE) for one year; Head of the Statistical Research Department, data quality control, surveys and market research at A.C. Nielsen Belgium, Marketing Research. Qualifications Bachelor of Science degree in Mathematics from the Catholic University of Louvain and a Ph.D. in Statistics from Princeton University (N.J., USA).

INTERVIEW ANNE HOUTMAN

Qu'est-ce qui vous pousse (qu'est-ce qui vous a poussé) à vouloir être administratrice (devenir dirigeante, vous lancer en politique, embrasser une carrière dans la fonction publique)? Est-ce que vous aviez (est-ce que vous avez) un projet particulier, quelque chose qui vous tenait (tient) à cœur?

Au début je voulais surtout enseigner, et c'est pour cela que j'ai suivi une carrière académique. Faire vivre l'Europe. Je suis belge, et vu des Etats Unis on a envie de faire vivre le projet européen; de là bas on sent que l'Europe existe, avec un projet, une culture, des affinités et des concepts différents, et on a envie d'y participer et d'aller plus loin, de faire vivre ce projet.

Qu'est-ce qui favorise (facilite) l'arrivée d'une femme dans un Conseil d'Administration? (1) En quoi vos compétences, vos expertises, votre parcours, vos diplômes ont-ils aidé? (2,3,4)

Le fait de parler italien et d'être une femme a clairement favorisé mon entrée dans le cabinet de Prodi. Il y a une exigence de parité à la commission. Au départ ils recherchaient une femme italienne, mais je parlais couramment italien. Mes diplômes ont également joué un rôle important pour devenir DG de la commission à la concurrence (PhD à Princeton).

Comment concevez-vous votre rôle, votre mission? (2) Qu'est ce qui est le plus difficile? (3,4)

Mon rôle est avant tout un rôle d'écoute des personnes, de pédagogie douce et de compréhension; c'est un rôle très humain / qui favorise une humanisation de la commission.

Le plus difficile c'est que je dois couvrir un éventail de matières extrêmement large et que je ne suis pas aussi compétente partout. Et je manque de temps; le management est lourd à concilier avec les responsabilités de représentation de la commission en région.

Etes-vous confrontée à l'opposition court terme/ long terme et comment arbitrez-vous?

Le court terme s'impose en permanence par son urgence. Pour le long terme je fixe des réunions et des échéances afin d'être sûre d'y consacrer du temps.

Est-ce dur de décider?

Prendre une décision est facile. Avant de décider j'écoute beaucoup les gens. C'est rare que je prenne une décision complètement à l'opposé de ce que me conseille la majorité. Et quand bien même certaines personnes ne seraient pas d'accord avec une décision, elles l'accepteront d'autant plus facilement qu'elles se seront senties écoutées avant.

Pensez-vous que les femmes ont des qualités particulières? Si oui, quelles sont-elles?

Les femmes ont plus de respect et d'empathie avec les personnes.

Toutes les femmes ne sont pas les mêmes; il s'agit plus de tendances globales que de caractéristiques individuelles.

Les femmes se mettent moins facilement en réseau; là où les hommes le font naturellement, les réseaux de femmes sont artificiels. Les femmes aiment la présence des hommes.

Les femmes représentent la moitié de la population, ce n'est pas normal qu'elles se comportent comme une minorité.

J'ai des réticences à militer; je ne suis pas une militante féministe. Je suis radicalement opposée aux quotas, mais j'en suis venue à défendre les quotas dans les CA car c'est la seule solution. C'est dommage qu'on en arrive là. L'objectif des quotas, c'est de les supprimer et de pouvoir s'en passer.

Il y a encore une minorité d'hommes qui n'acceptent pas de recevoir d'ordre d'une femme; des « gros bras » qui ne réagiraient jamais comme cela s'ils étaient sous les ordres d'un homme. Dans le cercle des ambassadeurs il y en a quelques uns qui considèrent que ce n'est pas la place d'une femme, et certains vont jusqu'à refuser d'adresser la parole à leurs homologues femmes.



INTERVIEW

ANNE HOUTMAN, Head of Représentation in France for the European Commission Belgium

Avez-vous été amenée à prendre des décisions ou faire des choix du fait que vous êtes une femme (y inclus choix personnels/carrière) ?

J'ai divorcé parce que mon mari avait des attentes différentes à l'égard d'une femme. Cela ne le dérangeait pas que j'ai de l'ambition, que je fasse carrière, mais pour lui la femme c'était avant tout la « mama » (il était italien), il fallait que je sache aussi faire la cuisine et le repassage. Ce n'était pas tenable, je ne pouvais pas tout concilier ; ça allait me tuer, je manquais de temps et ne pouvais pas tout faire, alors j'ai divorcé, même si je l'aimais.

Que signifient pour vous les termes suivants : pouvoir/autorité/politique/influence ? Pouvez-vous tenter dès les distinguer ou les rapprocher ?

Pour chaque concept donner un exemple issu de votre vie professionnelle ?

J'ai des réticences à utiliser l'autorité en dehors de l'autorité de la compétence. Je ne me sens pas à l'aise à dire « c'est comme ça, on ne discute pas ».

Le pouvoir n'est pas quelque chose que l'on prend mais quelque chose que l'on a, par ses fonctions et ses compétences, et par sa situation par rapport aux autres. La vraie question, c'est de savoir comment on exerce le pouvoir.

Il faut chercher à convaincre plus qu'imposer. Vouloir imposer est contre-productif. Il est très important d'expliquer les raisons.

La politique, c'est avoir une vision et l'intégrité de cette vision, l'envie de la défendre. C'est difficile avec la politique partisane quand celle-ci empêche la liberté de penser. Les partis n'acceptent pas assez le pluralisme en interne.

L'influence est quelque chose que je fais malgré moi et de façon pas assez stratégique. J'ai de fait de l'influence mais je ne m'en suis jamais servie comme je le pourrais.

Le pouvoir isole-t-il ?

Je ne pense pas que le pouvoir isole. C'est un point de vu personnel. Tant que l'on aime rester en contact, le pouvoir n'isole pas. L'isolement vient de l'attitude, et les gens au pouvoir qui ne sont plus capables d'écouter s'isolent eux-mêmes.

Quels liens entre pouvoir et responsabilités ?

Il y a un lien immédiat entre pouvoir et responsabilités. C'est directement proportionnel. Avoir du pouvoir, c'est prendre des décisions ayant

une influence sur les autres, et ces décisions impliquent une responsabilité plus grande. Pour autant cela ne veut pas dire que ceux qui n'ont pas de pouvoir n'ont pas de responsabilités : je ne supporte pas que mes collaborateurs ne me disent pas que je me trompe et que je vais droit dans le mur ; c'est irresponsable. Chacun à la responsabilité de s'assurer que ceux qui ont du pouvoir l'exercent en connaissance de cause.

Quelles limites au pouvoir, des règles légales ou une éthique dans l'exercice du pouvoir ?

La limite du pouvoir, c'est l'intérêt général.

Quels sont les moyens dont dispose (plus particulièrement) une femme pour faire influencer les positions des uns et des autres ? Donnez des exemples.

Une femme a plus de moyens qu'un homme de par son pouvoir de séduction. Je pense qu'il y a une part d'empathie qui est liée à la séduction. Une femme a toutes les armes, voire en a plus qu'un homme.

Quelle est la place des règles dans une organisation ? (1) au sein du CA° ?

Les règles sont indispensables pour l'efficacité. Elles doivent s'arrêter au point où leur charge perd en efficacité. Elles ne doivent pas prendre le pas sur l'activité et le contenu.

Comment vous positionnez vous par rapport à un conflit de pouvoirs ?

Les conflits de pouvoir sont un gaspillage d'énergie. J'ai peu d'expérience des conflits de pouvoir ; je n'ai pas un égo tel que je me suis retrouvée dans des conflits de pouvoir ; je ne suis pas intéressée par le pouvoir en soi.



Avez-vous le sentiment d'entrer parfois en résistance en vous opposant par ex à une décision, à d'autres membres du Conseil d'Administration (1), de la direction (2), du Parti (3), de votre hiérarchie (4) ?

Je suis capable de résister longtemps contre quelque chose que je considère comme injuste. Dans ce genre de situation, la meilleure des résistances et de continuer à faire ce que l'on considère comme juste. Il faut bien faire son boulot, éviter le conflit et éviter de se retrouver dans une position de faiblesse

Si oui, en quelles occasions, sur quels points ? Comment cela se passe alors ?

Pendant plusieurs années j'ai résisté contre quelqu'un qui avait décidé de m'éjecter de mon poste, entre autres parce que j'étais une femme. Cela ne serait jamais arrivé avec une femme.

Pouvoir et courage, qu'est-ce que cela évoque ?

Il faut beaucoup de courage pour exercer le pouvoir. Il faut avoir le courage de ses opinions, même quand elles sont minoritaires ; et il faut aussi savoir reconnaître après s'être battu que la décision majoritaire est finalement contraire.

Considérez-vous que le système actuel (sens large) a peu valorisé le courage (dilution des responsabilités) ?

La démocratie est un système de pouvoirs et de contre-pouvoirs. Cela donne l'illusion que les responsabilités se sont diluées, mais en réalité elles se sont multipliées ; il a plus de gens responsables. Mais il y a du même coup un risque plus grand de déresponsabilisation ; d'où l'importance de définir les tâches et les responsabilités.

Etant en position de pouvoir (2,4) ou de décision (1,2,3), de recommandation (1,4), qu'aimeriez-vous changer dans le système ?

*Je changerai deux choses :
Il y a trop de tabous (dans les CA, en politique, dans les partis, etc) et c'est un grand sujet à améliorer
La vision à CT inhérente au pouvoir. Les partis ont tendance à avoir une vision à CT pour exister et être au pouvoir. Il faut lutter contre le court-termisme ; on devrait pouvoir juger sur le plus long terme, et le politique a tendance à raccourcir les temps.*

INTERVIEW

EUROPEAN COMMISSION ANONYMOUS 2
 Advisor to a DG at the European Commission

What do you consider to be the major milestones in your career?

getting work experience while finishing my PhD studies

Hands-on experience working in Greece

Joining the Commission after having acquired real work experience in a public administration

Being a HoU

Being an Adviser: strategic work; more direct contact with DGs; task force type assignments

What drives you (what has driven you) to want to be a head of unit, director?

Honoured by hierarchy's recognition (past efforts and achievements)

Contribute from a management position to European integration (now more than ever)

Lead and motivate a group of colleagues towards implementation of concrete common goals

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

Merit! Merit! Merit! Wider recognition based on achievements; hard work record (the hierarchy should be reassured that she can do the work)

Networking – to a limited extent

Circumstances; luck; timing; quotas

What do you believe is the role of an administrator? Head of unit? Director?

Administrator: Make proposals/defend/implementation under the guidance of hierarchy. HoU: Sandwich position; More important role now in the Commission than before (more tasks – administrative burden); try to accommodate the wishes of the Director by making best use of available resources, while keeping subordinates 'happy'; motivate staff to get the best out of each individual; promote excellence; delegate tasks; ensure good working environment, family atmosphere

Director: Supervising role; Adding value to the work produced by Units; represent and defend the political positions of the Commission in the other institutions and high level meetings requiring presence of Director; Director should lead by example

Who do you represent if you represent someone?

I represent often my Director in high level meetings inside and outside the DG.

Do you think women have particular qualities?

In general terms, women are more practical than men; they can organize and implement things in an efficient way, especially if they are in management positions

Often, they possess 'emotional intelligence' than men

They have a high degree of commitment (nowadays in the Commission, more and more women HoU stay late or work from home late – compared to male colleagues)

Women are more 'straight-forward' in inter-personal relations; they do not pretend to know everything

Sometimes, women in power become very competitive and aggressive!

What do the following terms mean to you : power/give example from your professional life ; authority/give example ; politics/give example ; influence/give example ; courage/give example ? Are you able to distinguish or find a link between them ?

Difficult questions!!! I miss the words leadership/vision!

POWER: Stick and carrot to produce best results; a means to influence others; make good use of hierarchical position (a title alone does not guarantee respect); be strong when needed and ensure implementation of rules; exercise power rights to influence decisions; power should work both ways: top-down and bottom-up; formal power usually comes with the position, informal power/acceptance requires continues efforts by leaders.

AUTHORITY: Authority is necessary in order to have direction and structure; it is linked to hierarchy (e.g. authorising officer for financial transactions); To exercise authority and at the same time keep your subordinates happy and motivated is an everyday challenge.



Europe and Abroad

SENIOR CIVIL SERVANTS OF THE EUROPEAN UNION



POLITICS: At personal level one can have his own ideas; at the level of an organisation, a manager should understand, interpret and implement higher political goals of top management/political leaders in a way to facilitate policy-making implementation at lower level; play the game correctly (be loyal to political masters)

INFLUENCE: This is the key word! Basic element for power/authority/leadership; ability to convince others about ideas, plans, etc. and make them feel contributors; make use of your power to influence subordinates' decisions and increase their motivation

LINK BETWEEN THEM: On many occasions, the terms power and authority are used in the same manner.

EXAMPLES: I have been asked by Directors in the past, to complete a difficult and very urgent task. Some Directors tried to exercise their power on me (talking about evaluation of results/performance, strict deadlines, etc. i.e. putting pressure and showing clearly who the boss is). Others have approached me as a peer, while power and authority were in any case present. In the latter case, the way things were presented were through influence (fulfil common goals; everybody will gain from good results, etc.).

Do you think power isolates?

Not necessarily; there are several examples of powerful leaders who were at the same time active team members of the organisation they were leading; it is a matter of choice and/or personality (some leaders are shy!)

What is the link between power and responsibility?

You should not be made responsible for the accomplishment of tasks and the subsequent success or failure if you do not have the power and the authority to realise them efficiently (e.g. having the necessary human and financial resources)

Which are the limits to power, legal or moral rules, which affect the exercising of power?

There are certainly limits. For instance, a HoU should not 'exhaust' its staff; the short term results may be positive but the medium term results will be negative; respect for the individual; recognise medical or family problems; there are unwritten rules and traditions in every organisation that need to be considered

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

The means should not be different from those applied by men; apply common sense to problem solving; listen/discuss/reach consensus in decisions (if possible); do not be 'weak'; have the courage to show determination and face conflict when necessary; defend and promote subordinates (e.g. during the evaluation exercise); sometimes, 'charming' may lead to positive outcomes.

What importance do rules have in an organisation? (1) Within a Board?

Rules in an organization are more than important! They provide structure, order and give direction; they may also provide 'protection' to the staff in extreme situations. However, it is important to avoid too bureaucratic rules – go for simplification whenever possible. Within a Board of Directors, we can expect some more informal/flexible rules. In any case also the Members of the Board should apply the general rules.

What significance does a company's ethical behaviour have for you? (1,2)

Ethics behaviour is an integral part of an organization (for both managers and staff); I expect ethical behaviour from hierarchy; leaders should give the example in ethical behaviour: advancement of staff based on merit; non-discrimination, equal treatment; sometimes ethical rules are rather 'flexible' and may allow for exploitation or misuse; need to be consistent in applying measures in case of misuse



INTERVIEW

ANONYMOUS 2, Advisor to a DG at the European Commission**Where do you stand concerning a conflict of powers?**

If conflict of powers is unavoidable (i.e. if I have used all possible consensual means with no success) the situation has to be resolved or clarified as soon as possible. I would try to get outside supporters if possible; Ready to accept a lose-lose situation if win-win is no possible; at the end, accept/obey to instructions by hierarchy; after the conflict, try to inform subordinates, learn lessons from the future and try to improve relations with the 'other side'.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

Yes, certainly, though very rarely. Despite the fact that I have tried to defend my position and bring

arguments on the table, sometimes I have been the target of other colleagues or even isolated. At the end, we have to be realistic and accept that (professional) life is not always rose and fair.

Power and courage, what does that evoke?

Someone having power in an organization should have the courage to admit when he/she makes a mistake or takes a wrong decision; subordinates may accept this 'human' side of their leader (if explained and if not happening too often!); courage is also linked to proposing and defending - till the end - new ideas, changes, etc. (i.e. not trying to please everybody or stick to 'business as usual' easy solutions); responsible leaders should have the courage to say sometimes 'no' to hierarchy (e.g. defend negative priorities).

INTERVIEW

EUROPEAN COMMISSION ANONYMOUS 3
Head of Unit at the European Commission**What do you consider to be the major milestones in your career?**

One of the major stages in my career was the moment I realised I had the qualifications to become a manager. This came rather late, as the structure in which I work was -particularly at the time- not an empowering one, but a very hierarchical one. Perhaps the perception of what I could achieve came when working with people from other departments belonging to the same institution and enjoying much greater autonomy. A second important stage was when I actually became a head of unit.

What drives you (what has driven you) to want to be head of unit, director?

What drove me was the wish to move into action on a different level, the desire to put in practice what I had learnt, the feeling there was something I could give back from what I had received through the years from different bosses

and the awareness that I had the skills that were required for the job, though not necessarily those associated with conventional leadership. And ambition, of course.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

I hate to say this, but you need to identify what is appreciated and cater to that. Sometimes independence of thought and originality are prized, sometimes smooth operators are preferred. Usually what is required is a lot of hard work, more than your colleagues of the opposite sex, efficiency and reliability. On top of that, you need to show you can handle difficult situations in a resolute manner, but you need to be careful not to look impulsive or threatening.



Europe and Abroad

SENIOR CIVIL SERVANTS OF THE EUROPEAN UNION

What do you believe is the role of a Non-Executive Director?

The role of a middle manager is that of translating the vision, objectives and instructions of the institution/higher management into operational objectives that can be implemented by the people entrusted with the task of putting them into practice. He/she needs to provide clear guidance on the task, material support to its achievement, monitor the process and give feedback on the accomplishment. He/She also should report back to the hierarchy on the implementation of the objectives so that any adjustments can be made.

Who do you represent if you represent someone?

I represent the hierarchy with my staff and my staff with the hierarchy. I try not to forget this. I always represent the institution.

Do you think women have particular qualities?

They are more thorough, perhaps more scrupulous, often more practical and sometimes they have more personal courage.

What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example influence/ give example; courage/give example? Are you able to distinguish or find a link between them?

Power is the possibility to do something, make a difference. Authority is an essential tool of power. Influence can seldom be exerted for long without power; the role of advisor is short-lived and strictly dependent on circumstances. Power isolates, of course, and the risk is that it may lead to a deeper but narrower perception of reality. This is why those in power need to avoid surrounding themselves with acolytes and yes-people. Power can only be exercised with responsibility and within rules, otherwise it is abuse. As for moral rules, the response is difficult: deep, sincere respect of the moral codes requires the capacity to question one's behaviour.

17. Which means do women (more particularly) have at their disposal to influence the positions of those around them?

I do not see why women would have different means than men, but it is true that traditionally they tend to fall into advisory roles (also through personal connection, rather than official functions).

23. What importance do rules have in an organisation? (1) Within a Board?

Rules are essential in any organisation.

What significance does a company's ethical behaviour have for you? (1,2)

It is in my view essential, which is why I chose to work in the public service.

Where do you stand concerning a conflict of powers?

I believe that in a situation of conflict of powers (and I repeat the expression to make sure that the question does not refer to conflict of interest) my line is allegiance to the people I work with, unless they have created a breach of trust by behaving unethically.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

Yes, I do.

Power and courage, what does that evoke?

A sufficient, but unfortunately not a necessary, condition.

INTERVIEW

EUROPEAN COMMISSION ANONYMOUS 4
 Director of a DG at the European Commission

What do you consider to be the major milestones in your career?

When I was accepted to the training year for entry into the Foreign service.

When I became deputy Chief of Mission in 1994, as one of very few women at that level and also relatively young.

When I became Director in the European Commission for the first time in 2007.

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

Change and Challenges.

Do you have (have you ever had) a particular plan/goal, one which you hold (held) close to your heart?

My plan has been to advance, acquire more knowledge and influence.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

The existence of diversity policies, since our own competence is still not properly recognised.

What role does the law play in the quotas for women in Boards?

It still plays a vital role

How much influence does the professional background/expertise/participation in an Executive Committee have?

Quite a lot.

Are there any external factors which have helped (quotas in politics)?

We do not have quotas in my workplace, only equal opportunities policy, so I would guess that the other factors you mention has played a role.

What do you believe is the role of a Non-Executive Director?

Director: Strategic, representative and to develop and assist your staff

Which one is the most important to you? Why?

All

Which one do you enjoy the most?

All

Which is the most difficult? Why?

The third since it is very time consuming if you are to do it right.

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

The third since it is very time consuming if you are to do it right.

How do you conceive your role and mission? (2,3,4) What is the most difficult?

Bringing bad news

9. Do you think you contribute to change?

Yes, because I put special effort into developing female staff in my Directorate. I also work for a more open and feedback oriented workplace

Do you find decision making hard?

No. I consult my staff and then I decide. This is one aspect of management that I have no difficulty with.

Who do you represent if you represent someone?

I represent the Institution. Not an enormous autonomy.

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Do you think women have particular qualities?

Not really, I believe we all have a certain set of qualities not always connected to the sex if we have been raised in an equal manner.

Do you think the fact that you are a woman has any effect on your role or your stature?

Perhaps I would have risen more quickly and higher, had I been a man.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career)?

No, absolutely not.

Do you think power isolates?

Power without authority becomes empty and blunt. You have to learn the politics in order to have influence.

To a certain degree power does isolate, you become more alone higher up. This is OK if one has a good personal life, in my view.

What is the link between power and responsibility?

The higher up in the organisation you are, in my view, the more responsibility you need to take.

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Sometimes women are better communicators (we were always mostly physically weaker, so compensated with good communication skills) and this is a powerful tool to influence others. It has if anything become more important.

The role of being connected/networks? Alliances?

Very important

Does complicity/solidarity among women exist?

Yes, it does. However, there are also examples of the opposite.

Is there sometimes competition?

Yes, but that goes for men too.

What importance do rules have in an organisation? (1) Within a Board?

I believe in rules based systems, so a lot.

Are there any (rules) which you adhere to particularly? Which ones?

Collegiality, reciprocity and transparency

Are there any rules which are not respected? Which ones?

The above sometimes (unfortunately)

What is your reaction?

I make my opinion known

What significance does a company's ethical behaviour have for you? (1,2)

It is very important. We also need to preach with the example

Where do you stand concerning a conflict of powers?

I am a negotiator, so I will try to solve the conflict

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

No, not really a lot.

Power and courage, what does that evoke?

I regard courage as one of my most important personality traits. If you are really courageous, it may take longer to climb the greasy pole, but eventually one will succeed.

INTERVIEW

Carmen PETER

Founder and Director of EPSOCOACHING
Belgium



Carmen Peter is an executive coach and trainer living in Brussels and working internationally. She runs her own coaching and training company, specialised in soft skills. She develops and delivers training and coaching programmes centred on people issues that drive performance excellence anchored in a healthy, continuous personal and professional development. Carmen holds a Master in Mathematics, a Degree in Pedagogical Sciences, a Master in International Relations from the University of Brussels; She studied Transactional Analysis and Process Com in Brussels; She is a certified coach from the MOZAIK -coaching school Paris; She is also certified in MBTI, FIRO-B, MSCEIT, NEO PI-R, Master Practitioner in NLP, UK. Having lived in different countries, worked with about 30 nationalities and working in five languages (English, French, Spanish, Italian and Romanian), Carmen introduces an international aspect to the programmes together. She works regularly for members of the European Commission. Positions held include : London Business School-member of the team of coaches International Coach Federation- member. European Commission, EP, Council-accredited coach and trainer.

INTERVIEW

CARMEN PETER

What do you consider to be the major milestones in your career?

Teacher in Romania, trainer for the public sector in Denmark, coach for the European Institutions in Brussels

What drives you (what has driven you) to want to be a Non-Executive Director (become a Director, enter politics, have a career in the civil service...)?

The opportunity to achieve more, to assume more responsibilities, to have more positive influence in the world and to make a significant contribution.

Which elements favour (facilitate) the entrance of a woman into a Board? (1)

Firstly, competence, in other words, knowing what

to do, Secondly, hard work, in other words, deliver results, Thirdly, networking, in other words, others know what you have done.

What do you believe is the role of an administrator, head of unit, director?

Firstly, have a vision (at a lower, medium or high level) but have a vision Secondly, communicate this vision, again and again, to take the team with you, look for those people who can help spread the vision, seek opportunities to provide "early wins" to encourage your staff. Thirdly, lead the team and deliver what your vision has promised.



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Who do you represent if you represent someone?

I would represent the interest of the organisation combined with the interest of its people, all this supporting the interest of the society. Certainly, I recognise that it is not an easy call of judgment, to find the balance required between the three (since they often have competing interests)

Do you think women have particular qualities?

Not necessarily by genetics, but more by education and cultural roles that are entrusted to them, which modify their views of the world and therefore, give them particular ways of thinking, considerations, interests, life positioning,

What do the following terms mean to you : power/ give example from your professional life; authority/ give example; politics/give example; influence/ give example; courage/give example? Are you able to distinguish or find a link between them?

Power is taken by the person, it is a pro-active stance, stemming from one's own ambition and determination. Authority is given by someone to the person, therefore a reactive stance; Politics are games played to gain power and influence. Influence is an ability to make others do what we want, and there is a difference between influencing for the common good or for individual one. They are not necessarily linked, however, power could be taken for the general interest, and vested in an authority and used to influence for the common good; the opposite could be true as well, power, authority and influence used only, or mainly, for personal interest.

Do you think power isolates?

Well, the vast majority of people that I coach face this isolation; for this reason, many are very happy, pleased and relieved to have a coach. What is the link between power and responsibility? To me, the relationship should be exercising power with responsibility, aiming for a goal that serves the common interest. But, I am aware that it is a very fine line between common and personal interest, and consequently it is often a tough call for judgment.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

I believe there are the legal rules, and here the situation is easier to clarify (even though not so easy) and there are moral and ethical rules, and, here certainly, the clarification is enormously difficult to make. The absolute rule, to me, is that power should be used according to legal rules and in the common interest. Easier said than done, certainly!

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

I don't believe that women have more or different means than men to promote people, it could be that they have different reasons for taking this decision; again, I believe we should be wary of creating stereotypes.

23. What importance do rules have in an organisation? (1) Within a Board?

I think that rules do have importance in the organisation, administrative board, board of directors, company or society. In one sense they provide a sort of framework or skeleton upon which to mount the rest of the body (whichever body!)

What significance does a company's ethical behaviour have for you? (1,2)

For me it is essential in order to ensure the promotion and progress of, the company. If it does not behave ethically it will undermine the very values it espouses to uphold. (We only need to look at some of the banks in the current financial crisis for examples of where this has gone wrong).

Where do you stand concerning a conflict of powers?

This is a tough question, since the vast majority of times it is our own judgment that can help and guide us to make the correct decision. Now, it is very difficult to separate personal and common interest, influencing and manipulating, using the rules in a flexible manner and bending them.

Do you sometimes have the impression of being in a position of resistance by for example being opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)?

Not necessarily, but, I'm afraid my experience is not the rule.

Power and courage, what does that evoke?

For me, it is necessary to have courage in order to exercise power, since, sometimes, the exercise of power requires one to act against the position of the majority and in this situation, certainly, one needs courage to defend his or her point of view.

INTERVIEW

Thaima SAMMAN

Founder and Director of WIL Europe
France/Belgium



Thaima Samman is an attorney-at-law (member of the Paris and Brussels Bar) and founding partner of Samman Law & corporate affairs firm. The firm's main practice area focuses on corporate affairs in Paris and Brussels. She previously served at Microsoft for seven years where she became Associate General Counsel in charge of driving Government Affairs and CSR activities across the European Union until January 2010. Thaima Samman became a licensed attorney in 1996 and holds a specialized postgraduate diploma (DESS) in banking and financial law as well as an advanced postgraduate diploma (DEA) in criminal policy and law in Europe. She began her career as a founding member of a prominent French NGO, SOS Racisme, having for its main goal to fight all forms of discrimination, devoting several years to its development before serving as a member of staff for Claude Bartolone, MP and former member of the French Government and the current President of the French National Assembly. She practiced law at Gillot and Associates law firm before joining August & Debouzy law firm to develop their Corporate Affairs Department. In 2000, she made the leap into the world of business to create a start-up before joining Philip Morris as Head of the Communications, Public and Regulatory Affairs Department in France. In 2003, she joined Microsoft France as the Head of its Legal and Public Affairs Department. Thaima's arrival at Microsoft France also coincided with the merger of the legal affairs and public affairs departments into a single entity also having general responsibility for institutional relations and the company's corporate social responsibility policy. Under her guidance, the department also examined political issues facing the company and the company's positioning on the French market in various fields. She then moved to Microsoft Europe, Middle East & Africa where she led the Corporate Affairs Department in the region, driving and coordinating policy, regulatory and CSR activities, in particular at the EU level. Thaima is the founder of the Women and Leadership in the Information Society (WIL) network, which works at the European level with high-level women from the business, government and NGO sectors. She also sits on the board of the University of Evry Val-d'Essonne (well known for its biotechnology and genome research) and of Women Equity for Growth. She has authored various publications on issues such as immigration and foreigners' rights, privacy issues, and information technology, recently publishing an article on young women in ICT. She is one of the contributors to the "Qu'est-ce qu'être français" book published by Institut Montaigne. Thaima was named Chevalier of the Ordre Nationale du Merite for the Republic of France. She is married with 3 children.



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INTERVIEW THAIMA SAMMAN

1. What do you consider to be the major milestones in your career?

Milestones (where I learned the most)

Political activism at University: Founding member of the French NGO, SOS Racism, at the age of 19, first experience of political marketing in French society, based on the experience Solidarno in Poland and Rock against racism in UK (mass movement using marketing tools); Vice President of the dominant Student Union UNEF; First steps in Politics with Julien Dray, former MP and currently Vice President of the Paris' region Government; main learning: the combination of smart thinking (based on knowledge and expertise), energy and willingness is a killer. Other learning: society/institutions rules, social and political interaction and dynamics; Then the encounter of Claude Bartolone, a French political leader, currently President of the French Assembly, who was then Vice President of Seine St Denis suburb regional Government and MP and former member of the French Government, for whom I worked for 5 years : Importance of personal behavior (kindness and straightforwardness), people management, networking.

First experience of the business world at the top level French law firm August & Debouzy and first experience of leadership and personal success by creating and developing the Corporate Affairs department, based on personal thinking of what clients needed, how to build smart corporate affairs strategy and then by convincing senior partners of the business relevance of such a department. Experience of boss management (in particular when difficult) and personal influence.

Then Industry multinational Corporation experience with Philip Morris and Microsoft France, second experimentation of creative leadership (I started the job from scratch at Microsoft); learning of the political functioning of top level businesses; first international experience when I was promoted as

Head of Europe, Middle East & Africa Corp Affairs team at Microsoft.

European Network of Women and Leadership (WIL) creation: experience of high level and international network, management of cross-cultural high level personalities to build a common legacy with no business interest.

Creation of my own firm with several offices in different countries (Paris and Brussels) : Entrepreneurship experience; business partnership failure and how you handle and survive to it (Professional carrier is like a Roller-Coaster, capacity to get out of comfort zone, handle failure and bounce back is key in leadership). Confirmation of the specificity of international activities/Businesses.

Which elements favour (facilitate) the entrance of a woman into a Board? (1) What role does the law play in the quotas for women in Boards?

Quota, by putting legal constraints, forces entities to think about gender issue even when they despise the issue and to put in place processes to identify females' talents when they don't. Because it doesn't give the choice, it also allows the development of a process that puts into question one's vision of what leadership is. It also forces male leaders to think out of the box on what a company needs at each level of their company and in particular at the top level. As they need to find women, they're forced to modify their criteria of leadership (ex: time spent at the office, brutal behaviour often confused with leadership...)

How much influence does the professional background/expertise/participation in an Executive Committee have?

We live in male power place i.e. the proportion of men/women in a position of power. Women are not naturally considered as potential leaders by male CEO, because they are still driven by criteria

INTERVIEW

THAIMA SAMMAN, Founder and Director of WIL Europe France/Belgium



based on "manhood" values, man's networking and reflexes to promote what resembles them (ie alleged male behaviour of strength). In this context, Women not matching the dominant male idea of leadership, exceptional skills and expertise are their main (but not sufficient) assets to be identify as potential leaders and can really make the difference, more than for their male colleagues with "natural" i.e. brutal skills.

Are there any external factors which have helped (quotas in politics)? What are the obstacles? To what extent have your skills, expertise, background, academic qualifications helped? (2, 3, 4)

The main factor for women in board is certainly the political pressure put by women movements on the unfairness and absurdity of their small numbers in board and high powerful position. Fight against discrimination and talk about the need to have women in top position in the open force current male leaders to think about the issue (first step), and to consider and/or look for competent women around them (second step) or at least oblige them to justify themselves when they can't.

Because women are not naturally considered as potential leaders, everything that fits the idea of relevance helps, in particular rational, objective criteria such as academic qualifications, background, skills, ...

We also need to put in place virtuous circle as it is also demonstrated that female representation needs to reach the critical mass of 30% to behave and/or to be perceived as "normal".

In general are you more a woman of action or reflection? What are your thoughts on the role of a CEO/Director in relation to action and reflection?

Both. My actions are based on my capacity of reflection. The only trap to avoid is to take too much time to think and to wait until the reflection is perfect before taking actions. Perfection is inspirational: one needs to find the right balance between the two to take actions based on a thorough reflection which gives a sufficient framework to start and a capacity to adjust when needed.

CEOs/Directors need to take actions based on a thorough reflection conduct by them or by the people around them (the advisors they have chosen and should trust).

Do you think women have particular qualities? If yes, what are these qualities?

First, I found this question pretty dangerous as it usually justifies discriminations based on respective male and females skills and talents. It usually justifies male promotion and women are allegedly more "altruist, patient, understanding" while men are more pushy and manage to get rewarded more quickly.

This being said, for educational, cultural, social reasons...one can notice that women are more inclined to practice team work and distributed leadership than men who are more inclined to use aggressive and top down leadership and are reluctant to share power or delegate key tasks.

Interesting to note in this context that Human Resources and leadership identification academics and experts agree today that the distributive leadership is proven as the most efficient (see the Mckinsey report Women's matter in this regard).

Do you think the fact that you are a woman has any effect on your role or your stature?

I do. I'm among the lucky ones who can play with men's rules (no reluctance to talk loudly, strong voice, no shyness to express opinion while political enough to know what I can or cannot afford to do). Once men accept you in their world, they tend to respect you more than they would do with one of their pairs, and are a bit afraid to challenge you probably because they're not sure they understand the rules of talking to a woman at this level.

Has the fact of being a woman led you to make certain decisions or choices (including personal or career choices)?

Of course it does. For example, I carefully planned all my pregnancy to limit the consequences of my maternity leave. I'm also extremely organized as I need to optimize time I can't afford too much spontaneity.



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I'm also a strong believer in smart management, sharing of information, delegation of task and distributive leadership, and this for two reasons: first because it fits my values to treat people correctly and have happy people in my work place, second because I believe that it is efficient management behaviour which optimizes the efficiency of organizations. That doesn't prevent me from taking decisions even in absence of consensus.

I don't believe that it goes with female genes, more with education and social construction but still more common in women leadership type than male.

What do the following terms mean to you: power/give example from your professional life; authority/give example; politics/give example; influence/give example; courage/give example? Are you able to distinguish or find a link between them?

Power : capacity to do;

Authority: capacity to make people do.

Power is supported by authority and can be the based on a position and capacity to inspire fear and/or to impose negative effects to people (boss; king; family of the boss, king...) when people can't ignore one's will without consequences;

Authority can also be based on one's capacity to impose ideas, natural charisma,

Influence: capacity to impose ideas, actions, to push persons to do something without a factual authority or power

Courage: capacity to start doing or to say things that are difficult and/or challenged (not consensual) with not much guaranties of success or reward.

Courage is the capacity of taking risks.

Do you think power isolates?

Power can isolate when one needs to make difficult choices which will have negative impacts on some people. Choice isolates

What is the link between power and responsibility?

Power should be linked to responsibility as power is the capacity to do things which have an impact on other people's life. Unfortunately, it is not always

the case.

Which are the limits to power, legal or moral rules, which affect the exercising of power?

Legal rules limit power per definition. Legal rules have been adopted to design the framework into which people are free to act so by definition it limits individual power, at least in democracy. Moral rules are the ones that one imposes to him/herself. Depending of individuals and their personal ethics, it can certainly limit power or at least guide decisions that the person with the power has to take.

Which means do women (more particularly) have at their disposal to influence the positions of those around them? Give examples...

Political pressure by collective actions;

Educate, Educate, Educate ;

Stand by, and advocate, their values and convictions in any circumstances they're in when it doesn't put them in danger (resist the pressure in particular the one based on culpability);

What is the importance of the formal and the informal?

Both are important, with one influencing the other. Informal leads to formal rules which need the informal to make sure they are implemented and enforced (in particular in Latin countries). It is a circle of influence which leads to efficient political pressure.

The role of being connected/networks? Alliances?

Political pressures and effective influence are based on collective actions hence the need to be connected/use network and alliances

Does complicity/solidarity among women exist?

Yes certainly, often and even more than for men, in particular in the generation under 50 or 60 in a classic reaction of "group with common interest". It is not of course an absolute rule but it is more true that the urban legend of women being the worst enemies of women at least in modern workplace



INTERVIEW

THAIMA SAMMAN, Founder and Director of WIL Europe France/Belgium



Is there sometimes competition?

Of course, why shouldn't there be? Workplace is competitive in general. It is certainly not more an issue than it is for men

The relation to the Director (Managing Director, President, Party Chief)?

What about it? Same behaviour as men, trying to please the boss is pretty common

What importance do rules have in an organisation? (1) Within a Board?

When you are the challenger/the different one, rules are particularly important to make sure your right are respected. This being said, organisations also need flexibility and adjustment, it is a question of balance.

Are there any (rules) which you adhere to particularly? Which ones?

Respect of the rules agreed, regardless of the type of rules (legal, contractual, moral...)

What significance does a company's ethical behaviour have for you? (1,2)

Very important, a key element of motivation, if it fits my own, I will be more dedicated

Where do you stand concerning a conflict of powers?

Depends if it concerns me or not...but I will try to find a win/win solution if I can

Do you sometimes have the impression of being in a position of resistance by for example being

opposed to a decision or to other members of the Board (1), the Directors (2), the Party (3), your hierarchy (4)? If yes, on which occasions? On which points? What happens in general?

I usually engage into a fight when I think it is important. I also learned to choose my fight according to the level of importance (you can't win all battle or even put energy in everything). I can fight hard when I think it is really important and I win quite often. I also know how to identify win/win compromise or creative solutions. But when I loose I'm pretty disciplined and respect the collective decision. If the decision happens to hurt my ethics, I leave.

Power and courage, what does that evoke? Do you think that the current system (broadly speaking) does not sufficiently value courage (dilution of responsibilities)? Being in a position of power (2,4) or decision making (1,2,3), or of making recommendations (1,4)

Certainly but it is a complicated question of governance. The bigger the company/entities the more important the dilution. Solutions in big companies are not easy to find. Values of the company will be key in this regard. Real value I mean, i.e. when really respected by the top management.

It is also a question of balance in the governance, leaders need to have in their environment courageous and visionary people but also people who execute with not raise too much contestation I've personally never been punished for challenging decisions of the top (which I'm not afraid to do) and tend to think that I have been often chosen for my capacity to say things that go against the common thinking as long as it is well done and smartly explained.

What would you like to change in the system? More thinking and improvement in general governance