

The hidden barriers that prevent gender parity at the top

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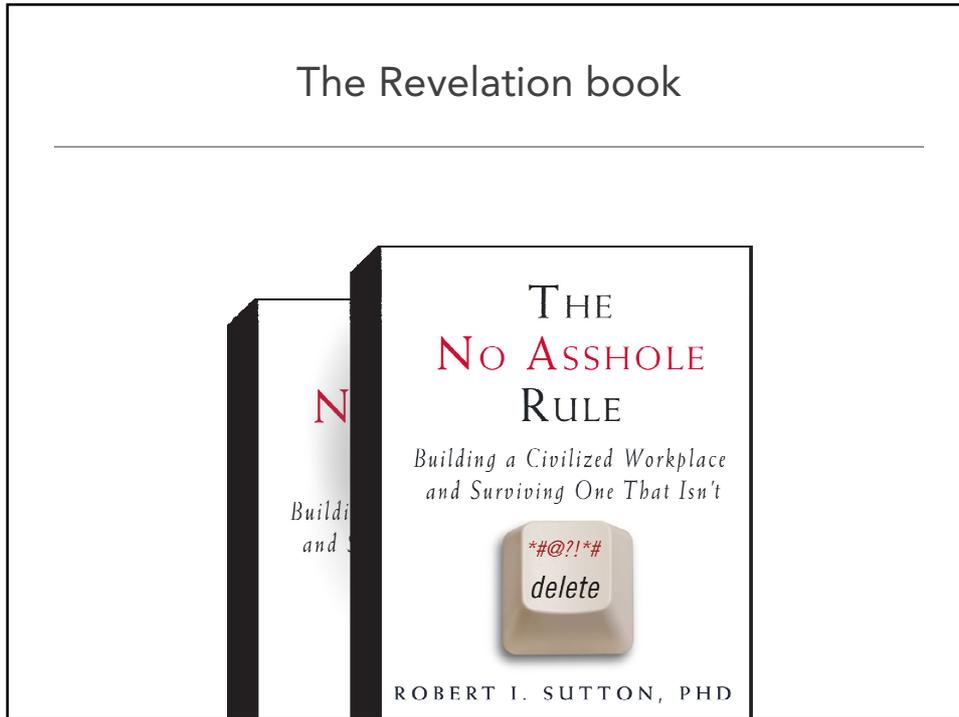


REMINDER

No one can make
you feel inferior
without your consent

Eleanor Roosevelt

The Revelation book



French version is more specific ...



Asshole Characteristics

- After being in contact with one, people feel unmotivated, diminished, without energy or not recognized
- S/he usually targets people who have less power than him/her
- 2 categories:
 - ✓ Occasional ones
 - ✓ Certified assholes

The Tough Reality

In 2016, **26%** of Canadians would **prefer their boss to be a... robot**

Only **54%** of Swiss employees **would recommend their employer**

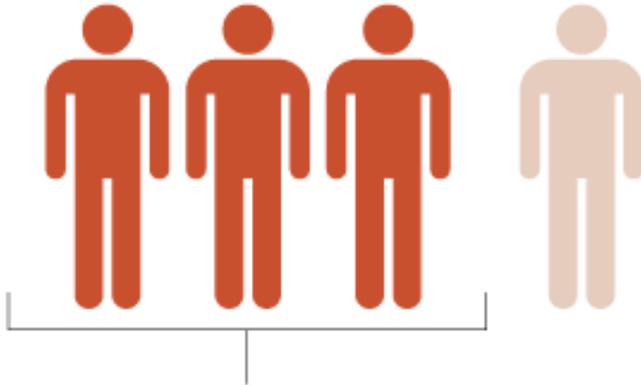
(Average **grade** to their boss is... **6.2 / 10**)



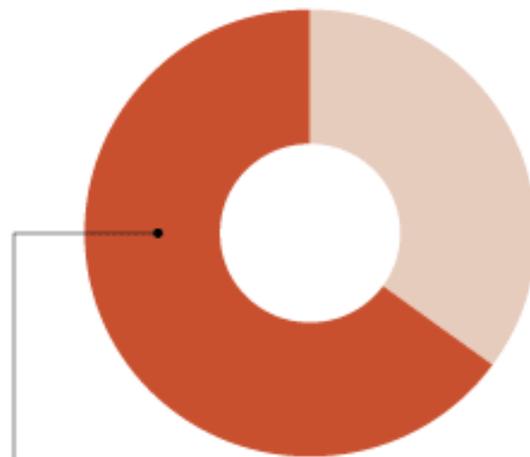
www.inc.com/maeghan-ouimet/real-cost-bad-bosses.html



**Think you don't have any bad bosses at your company?
Take another look: Crummy managers are everywhere**

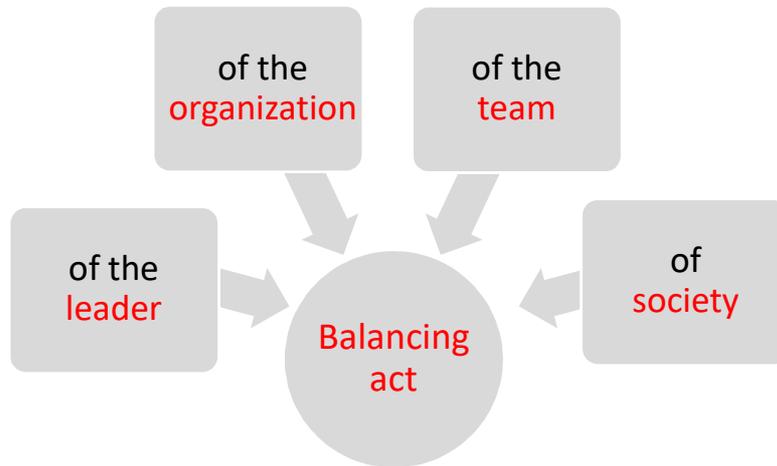


Three out of every four employees report that their boss is the worst and most stressful part of their job.



65% of employees say they'd take a new boss over a pay raise.

Back to basics



For handling the balancing act,

Values
are the ultimate guide

Value # 1: generosity / altruism /caring

How can we expect **an enticing culture** if

- generosity is not rewarded
- lack of generosity is not punished

Altruism / caring

≠ kindness

≠ hugging

To achieve collective success

Caring takes into account team members' well-being

It can only be achieved if they **feel safe**
and are fairly **recognized**

→ Fairness

(→ rules must be **enforced**)

Why fairness / justice

- Unfair treatment is intolerable for people who are not resigned
- Fairness and justice determine an **organization attractiveness** as well as the level of its employees' engagement
- Prerequisite for people to feel safe
- Prerequisite for **TRUST**

The end result

Change the culture by introducing

**caring & fair
leadership**

or

values-based leadership

**Values
are
important**

Not only women...

4364 graduates aged 21 to 31 (millennials)
in 75 countries

- >50% privilege employers **sharing the same values**
- 56% would **resign** if their values are transgressed

<http://pwc.to/z9JMjb>

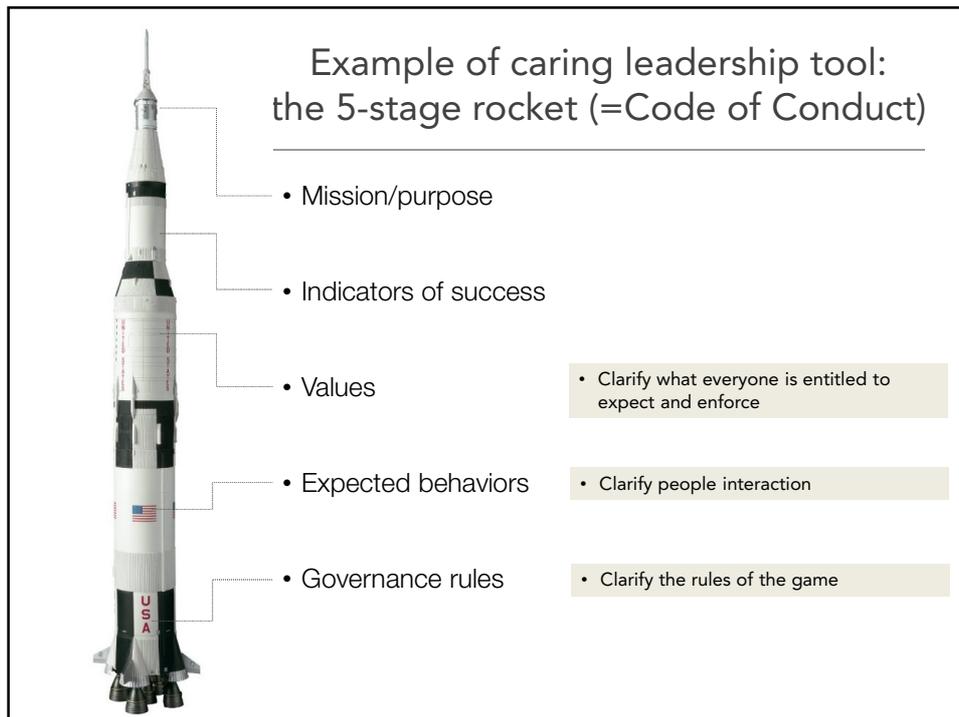


To achieve gender parity at the top

**make the top
an attractive place to be**

by deploying a culture of

caring & fair leadership



Learning the caring leadership toolbox

- University of Geneva (in English):
CAS in Responsible Leadership
- Centre Patronal (in French):
“Leadership bienveillant au quotidien”
- Customized programs for companies/organizations:
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