

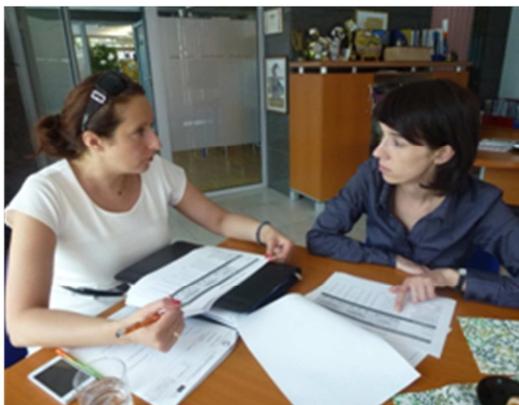


Project:

**“Competence instead of quota –
women as supporters of business success by fairness”**

Summary and analysis of Competence Checks

(September 2014)



1. General intention

The Competence Check is a means for self-evaluation of ones management strengths and abilities. It is a prerequisite for planning and realizing subsequent coaching measures with the participant women within the project.

According to the work plan, women from all four partner countries have been interviewed. Altogether 190 women have been planned to be interviewed.

The Competence Check is being designed for Small and Medium Sized companies and follows the "House Model" of anda GbR (Berlin). According to that model, the check comprises seven main topics. Within these topics seven business and management related skills have to be rated.

The main topics are:

1. Competence to create a business culture that promotes joy of working
2. Competence for becoming one of the best
3. Leadership skills for achieving success in a fair way
4. Expertise to the „right customer“
5. Expertise to the „right employee“ who is qualified and emotionally attached to the company
6. Skills to organize in a fair way and to encourage employee performance
7. Expertise related to the economic base of the company

The planned / completed numbers of interviews are:

Germany: 30 / 30

Italy: 60 / 60

Hungary: 50 / 50

Poland: 50 / 50

2. Data of Competence Checks per country

2.1 Germany

Completed interviews:	30
Women's age:	21 – 80 years
Average age:	44 years
Education:	university: 22 professional school: 4 skilled worker: 3 trainee: 1
Work situation:	trainee = 3, employee = 18, manager = 9
Currently in a management position:	yes = 15; no = 15
Management position:	top management = 9, chief of department = 5, chief of workgroup = 1
Management experience:	yes = 13, no = 17
Wish to be coached:	yes = 13, maybe = 5, no = 12

Comparison between main topics:

All seven topics have been rated and assigned an average value resulting in “best” and “poorest” topics per women.

In general there is being a mixture of best and poorest topics displayed.

Comparison of best and poorest topics reveals no difference between topics:

average of best topic = 4,4

average of poorest topic = 3,8

Comparison of business and management skills within topics:

Different from the above findings, focusing on particular skills, there are repeated answers resembling the women's requirements for improving these skills:

1. Self confidence = 11 (37 %)

2. See and solve conflicts = 10 (33 %)

3. Set priorities/delegate tasks and responsibilities = 9 (30 %)

4. Set and decide about visions, strategies, structures = 8 (27 %)

5. Address customers and employees/communicate = 6 (20 %)

6. Choose right customer = 3 (10 %)

7. Assertiveness = 3 (10 %)

8. Work-Life Balance = 3 (10 %)

9. Positive thinking = 4 (13 %)

10. Create good working atmosphere = 2 (7 %)

11. Select the right employee, all employees are of equal worth = 1 (0,03 %)

2.2 Italy

Completed interviews: 60
Women's age: 20 – 62 years
Average age: 42 years
Education: university: 46
professional / high school: 14
skilled worker: 0
trainee: 0

Work situation: trainee = 3, employee = 55, between jobs = 2, manager = 0
Currently in a
management position: yes = 27; no = 33
Management position: top management = 28,
chief of department = 0,
chief of workgroup = 0

Management experience: yes = 28, no = 32
Wish to be coached: yes = 23, maybe = 36, no = 1

Comparison between main topics:

average of best topic = 4,0
average of poorest topic = 5,2

Comparison of business and management skills within topics

requirements:

1. Self confidence = 19 (32 %)
2. See and solve conflicts = 29 (48 %)
3. Set priorities/delegate tasks and responsibilities = 31 (52 %)
4. Set and decide about visions, strategies, structures = 40 (67 %)
5. Address customers and employees/communicate = 24 (40 %)
6. Choose right customer = 39 (65 %)
7. Assertiveness = 26 (43 %)
8. Work-Life-Balance = 25 (42 %)
9. Positive thinking = 15 (25 %)
10. Create a good working atmosphere = 14 (23 %)
11. Select the right employee, all employees are of equal worth = 33 (55 %)

2.3 Hungary

Completed interviews:	50
Women's age:	22 – 47 years
Average age:	38 years
Education:	university: 29 college: 11 professional school: 9 high school graduation: 1
Work situation:	trainee = 1, between jobs = 7 employee = 41, manager = 1
Currently in a management position:	yes = 17; no = 33
Management position:	top management = 9, chief of department = 4, chief of workgroup = 4
Management experience:	yes = 32, no = 18
Wish to be coached:	yes = 27, maybe = 4, no = 19

Comparison between main topics:

Average of best topic: 4,1
Average of poorest topic: 4,5

Comparison of business and management skills within topics

requirements:

1. Self confidence = 22 (44 %)
2. See and solve conflicts = 19 (38 %)
3. Set priorities/delegate tasks and responsibilities = 19 (38 %)
4. Set and decide about visions, strategies, structures = 15 (30 %)
5. Address customers and employees/communicate = 6 (12 %)
6. Choose right customer = 0
7. Assertiveness = 7 (14 %)
8. Work-Life-Balance = 8 (16 %)
9. Positive thinking = 2 (4 %)
10. Create a good working atmosphere = 1 (2 %)
11. Select the right employee, all employees are of equal worth = 0

2.4 Poland

Completed interviews:	50
Women's age:	24 – 66 years
Average age:	43 years
Education:	university: 41 professional school: 9
Work situation:	between jobs = 1 employee = 49
Currently in a management position:	yes = 30; no = 20
Management position:	top management = 20, chief of department = 9, chief of workgroup = 1
Management experience:	yes = 36, no = 14
Wish to be coached:	yes = 43, maybe = 1, no = 6

Comparison between main topics:

Average of best topic: 3,9
Average of poorest topic: 4,8

Comparison of business and management skills within topics

requirements:

1. Self confidence = 15 (30 %)
2. See and solve conflicts = 24 (48 %)
3. Set priorities/delegate tasks and responsibilities = 34 (68 %)
4. Set and decide about visions, strategies, structures = 27 (54 %)
5. Address customers and employees/communicate = 25 (50 %)
(communication in general within the organization)
6. Choose right customer = 12 (24 %)
7. Assertiveness = 7 (14 %)
8. Work-Life-Balance = 4 (8 %)
9. Positive thinking = 21 (42 %)
10. Create a good working atmosphere = 14 (28 %)
11. Select the right employee, all employees are of equal worth = 14 (28 %)

2.5 All answers / all countries

Comparison of business and management skills within topics

1. Self confidence = 67 (35 %)
2. See and solve conflicts = 82 (43 %)
3. Set priorities/delegate tasks and responsibilities = 93 (49 %)
4. Set and decide about visions, strategies, structures = 90 (47 %)
5. Address customers and employees/communicate = 61 (32 %)
6. Choose right customer = 54 (28 %)
7. Assertiveness = 43 (23 %)
8. Work-Life-Balance = 40 (21 %)
9. Positive thinking = 42 (22 %)
10. Create a good working atmosphere = 31 (16 %)
11. Select the right employee, all employees are of equal worth = 48 (25 %)

3. Summary of data of Competence Checks

Table 1: Best topic – comparison between countries

Main topics within Competence Check;

Self evaluation, average value of topic (multiple values considered)

No	Topic	Number of best values			
		DE	IT	HU	PL
1	Competence to create a business culture that promotes joy of working	10	7	10	10
2	Competence for becoming one of the best	5	9	6	6
3	Leadership skills for achieving success in a fair way	5	15	13	13
4	Expertise to the “right customer”	7	15	15	15
5	Expertise to the “right employee” who is qualified and emotionally attached to the company	5	9	5	5
6	Skills to organize in a fair way and to encourage employee performance	2	12	11	11
7	Expertise related to the economic base of the company	5	11	8	8

Table 2: Poorest topic – comparison between countries

Main topics within Competence Check;

Self evaluation, average value of topic (multiple values considered)

No	Topic	Number of best values			
		DE	IT	HU	PL
1	Competence to create a business culture that promotes joy of working	10	6	14	7
2	Competence for becoming one of the best	2	6	6	12
3	Leadership skills for achieving success in a fair way	3	7	3	0
4	Expertise to the “right customer”	1	7	5	5
5	Expertise to the “right employee” who is qualified and emotionally attached to the company	4	10	5	6
6	Skills to organize in a fair way and to encourage employee performance	0	2	1	7
7	Expertise related to the economic base of the company	9	39	26	25

Table 3: Best and poorest topic – all countries (190 interviewed women)

Main topics within Competence Check;

Sum of all answers (multiple values considered)

No	Topic	Best	Poorest	Tendency to be best at
1	Competence to create a business culture that promotes joy of working	37	37	+/-
2	Competence for becoming one of the best	26	26	+/-
3	Leadership skills for achieving success in a fair way	46	13	+
4	Expertise to the “right customer”	52	18	+
5	Expertise to the “right employee” who is qualified and emotionally attached to the company	24	25	+/-
6	Skills to organize in a fair way and to encourage employee performance	36	10	+
7	Expertise related to the economic base of the company	32	99	-

Table 4: Wish to improve selected management skills – comparison between countries

Skills of interest, percentage of women highlighted the skill

No	Skills	DE	IT	HU	PL	All
1	Self confidence	37	32	44	30	35
2	See & solve conflicts	33	48	38	48	43
3	Set priorities/delegate tasks & responsibilities	30	52	38	68	49
4	Set visions, strategies, structures	27	67	30	54	47
5	Address/communicate with customers, employees	20	40	12	50	32
6	Choose right customer	10	65	0	24	28
7	Assertiveness	10	43	14	14	23
8	Work-Life-Balance	10	42	16	8	21
9	Positive thinking	13	25	4	42	22
10	Create good working atmosphere	7	23	2	28	16
11	Right employee / equal worth of employees	0	55	0	28	25

Table 5: Ranking of skills of interest – all countries (190 interviewed women)

Percentage of women highlighted the skill

Ranking	Skill	Percentage
1	Set priorities/delegate tasks & responsibilities	49
2	Set visions, strategies, structures	47
3	See & solve conflicts	43
4	Self confidence	35
5	Address/communicate with customers, employees	32
6	Choose right customer	28
7	Right employee / equal worth of employees	25
8	Assertiveness	23
9	Positive thinking	22
10	Work-Life-Balance	21
11	Create good working atmosphere	16

4. Conclusions:

1. Comparison of main topics within the Competence Check shows that interviewed women see themselves especially competent at those topics related to

a fair style of leadership and a fair way of business relationship

(table 3).

2. On the other hand, interviewed women see themselves especially low competent at those topics related to the economic base of a company (table 3).

3. Looking at selected management skills among all seven topics of the Competence Check displays wishes / needs of the interviewed women to improve those skills as well as different focus areas among the countries participating (table 4).

German and Hungarian women primarily wish to strengthen their self confidence; Italian and Polish women emphasize skills for visions/strategies/structures (IT) and priorities/delegate tasks and responsibilities (PL).

4. Summarizing the answers of all countries reveals a Top-Five-List of wishes to improve leadership skills (table 5):

Top 1: To set priorities/delegate tasks & responsibilities

Top 2: To set visions, strategies, structures

Top 3: To see and solve conflicts

Top 4: To improve self confidence

Top 5: To address/communicate with customers, employees