

PART-TIME LEADERSHIP

AIT-Female Leadership Development Program

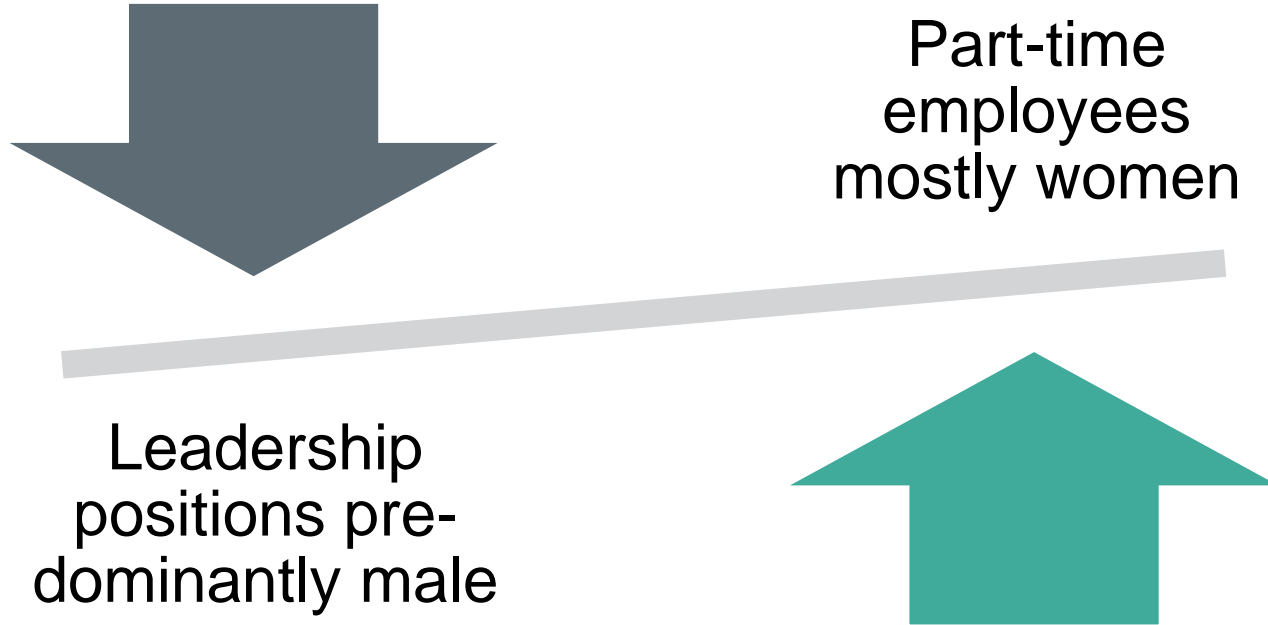
Francika Edegger, Anahid Jalali,
Jasmin Lampert and Martina
Neuländtner



OVERVIEW



STATUS QUO



INCREASING RELEVANCE

External drivers

- Demographical changes
- Expansion of service sector
- Culture and value shift
- Changing political and legal frameworks

Internal drivers (employer's perspective)

- Expansion of recruiting pool
- Long-term commitment
- Performance enhancement
- Employee satisfaction

Individual drivers (employee's perspective)

- Family responsibilities
- Fade-out before retirement
- Work-life-balance

EXPERT INSIGHTS

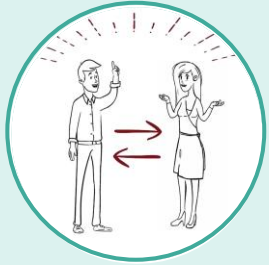
- 15 interviews with representatives from companies and RTOs
- Insights on
 - experiences,
 - challenges,
 - best practices, and
 - trends



ANALYSING THE INTERVIEWS



PART-TIME LEADERSHIP MODELS



JOB SHARING

Shared leadership
Shared tasks
Shared responsibilities



JOB SPLITTING

Shared leadership
Divided tasks
Divided responsibilities



ALMOST FULL-TIME

No shared leadership
reduction of working
hours to 75%-90%



DEPUTY SYSTEM

Personal assistance
Partners from equal or
different hierarchy levels



JOB SHARING

Shared leadership | Shared tasks | Shared responsibilities

WORKS WELL FOR

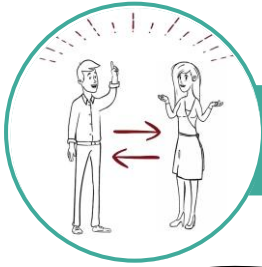
- (large) companies
- RTOs (only for admin. areas)
- Middle-management level

CHALLENGES

- Requires high level of communication
- Mutual trust and similar level of experience
- Clear tasks & responsibilities
- Dealing with potential competitor (e.g., scientific realm)

EXPERIENCES

- Use of complementary competences
- Flexibility is key
- Internal recruitment easier
- Built-up trust strengthens team and commitment



JOB SHARING – INTERVIEW STATEMENTS

“Both managers should be part-time, it would not work if one is part-time and the other is full-time.”

“Flexibility is essential”

“Trust is important, such a position is only conceivable to share with someone you trust, someone you have worked closely with.”

“Can only work if people fit together in terms of ethics and values, but also in terms of content.”

“As a scientist you have your own research topics, it's not just a management job, so it's very difficult to share such a position; it has to fit, the question is how often does it fit in this scientific environment?”



JOB SPLITTING

Shared leadership | Divided tasks | Divided responsibilities

WORKS WELL FOR

- Companies & RTOs
- Agile organisations
- All management levels

CHALLENGES

- Feasibility of splitting tasks and responsibilities
- Requires different types of recruiting
- Flow of information

EXPERIENCES

- In combination with deputy-model
- Split between content work, operational tasks and management
- Dual leadership generally well accepted



JOB SPLITTING – INTERVIEW STATEMENTS

“Job splitting is often observed in agile organizations, where the manager withdraws more and more from the operational work and is responsible for the framework”

“As more and more men also go on maternity leave, these models will play a big role in the job decision not only for women but also for men in the future”

“Job splitting/job sharing between men and women is very exciting for the company, as it allows different perspectives and ways of thinking to be brought in”



ALMOST FULL-TIME

No shared leadership | reduction of working hours to 75%-90%

WORKS WELL FOR

- For RTOs & companies
- All management levels

CHALLENGES

- Time management (less time for same tasks)
- Availability

EXPERIENCES

- In combination with deputy-model
- Reduction of working hours by more than 20% difficult
- Increased working efficiency



ALMOST FULL-TIME – INTERVIEW STATEMENTS

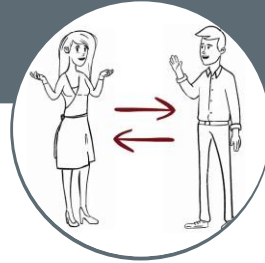
„30-hour model (no all-in) possible and works for managers (fewer hours difficult).“

“A high quota of women is accompanied by a high quota of part-time workers. Here, the "almost full-time" option for management positions is usually applied.”

“With 30 hours, a management role is feasible [...] you have to have confidence in the expertise of the employees, optimize the processes and also adhere to them.”

„Possibility to reduce to 50% was never an option for me - Would not be where I am now.“

Often no support measures are offered - the same work has to be done as full time.”



DEPUTY SYSTEM

Personal assistance | Partners from equal or different hierarchy levels

WORKS WELL FOR

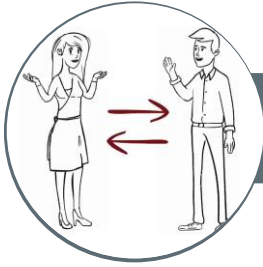
- Companies & RTOs
- High-level management

CHALLENGES

- Coordination effort with deputy
- Availability of deputy (if also in part-time)

EXPERIENCES

- Generally, assistance with administrative tasks
- Works best if not involved in operational tasks
- Not always compatible with organizational culture



DEPUTY SYSTEM – INTERVIEW STATEMENTS

“We have consciously decided against the deputy model, as assistant/secretary thinking contradicts our corporate culture.”

“We hardly ever use the deputy model. In principle, we are very sparing with assistants; the managers at our company organize their daily routine themselves to a large extent.”

“Assistant models that take over administrative tasks are often used”

“Deputy system is often used - tends to be used with full-time managers”

“Sole part-time leadership is not recommended and cannot work”

CHALLENGES



&

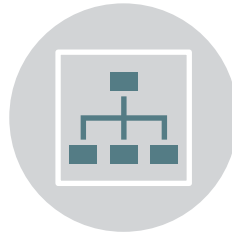
OPPORTUNITIES



SUPPORTING MEASURES



CLEAR
COMMITMENT OF
MANAGEMENT



ORGANISATIONAL
FRAMEWORK

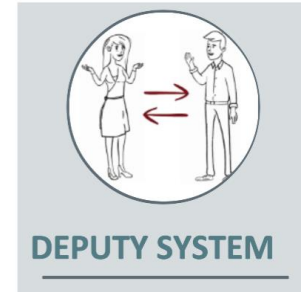
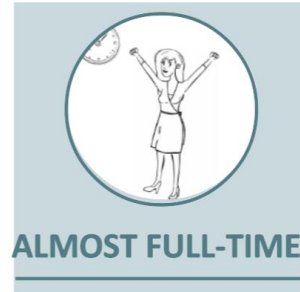


BEST PRACTICES
AND ROLE
MODELS



PART OF
ORGANIZATIONAL
CULTURE

SUMMARIZED FINDINGS



Part-time leadership is ...

- a topic relevant for all the interviewees
- mostly present in companies rather than scientific environments
- used based on the companies' structure and culture
- relevant for both female and male employees
- increasing recruiting pool as well as employee satisfaction and loyalty

WHAT OUR INTERVIEW PARTNERS SAY:

„Covid pandemic can be seen as a trigger to rethink working models in the company”

“We want a society that has children, we want to have women who can develop, then we need sensible models to combine this well.”

“After women returning from maternity leave, they do not get their management position back, so it is also often the case that women do not have children for this reason.”

“You need examples that it can also work - someone has to demonstrate it and show that it works.”

“Courage to have a child and a career”

“Flexibility is needed for different stages of life - employer accompanies the employee through the different stages of life - if we don't do it, someone else will”

WHAT DO YOU SAY?

