

# IN THE SPOTLIGHT 焦点

## WOMEN IN ACADEMIA: EUROPEAN AND CHINESE PERSPECTIVES

### 学术界女性：欧洲和中国视角



**Prof. Melita Kovacevic, Zagreb University**

Melita Kovacevic is a Full Professor at the Department of Speech and Language Pathology, University of Zagreb. She was former Vice-Rector for Research and Technology from 2006 to 2014. She was EUA-CDE (European University Association Council for Doctoral Education) Steering Committee member (2009-2016) and Chair (2011-2016). She is a Vice-Chair of the PRIDE association (Association of Professionals in Doctoral Education). Melita Kovacevic has been a member of different national and European bodies related to higher education. She holds the position of a European expert for higher education. Melita Kovacevic contributes largely to the debate on various topics in higher education in Europe and beyond. She participated in a number of different international activities related to doctoral education, research capacity, academic leadership, and quality assurance in the European Union, South-East Europe, China, Central Asia, and Africa.

#### 萨格勒布大学教授

Melita Kovacevic是萨格勒布大学语言病理学系教授。她在2006-2014年期间担任萨格勒布大学负责研究和技术事务的副校长，曾任欧洲大学协会博士教育理事会（EUA-CDE）指导委员会成员（2009-2016）和主席（2011-2016）。她是欧洲高等教育专家，PRIDE协会（博士教育专业协会）副主席，也是不同国家和欧洲高等教育机构的成员。Melita Kovacevic在欧洲及其他地区有关高等教育各个主题的研讨中做出了重要贡献，她在欧盟、东南欧、中国、中亚和非洲参加了一些与博士教育、研究能力、学术领导力和质量保证有关的国际活动。

#### What is the most rewarding part of leading people?

I think that leaders are put into a position to create something new. Of course, they need to have a clear vision, and they have to know how to read people and situations. However, what I would say is really challenging and rewarding is that leading people have this very rare possibility, first to develop something new, to be creative, to have open hands. At the same time, they have to motivate others to join them because leader's team members have to know that they were heard. The only way leaders can accomplish their goals, if they have followers who are supporting their leadership voluntarily.

#### 领导者最有价值的部分是什么？

我认为领导者被赋予了开创新事物的机会。当然，他们需要有一个清晰的愿景，并且必须知道如何解读人和情境。然而我认为真正具有挑战性和回报性的是领导者拥有非常杰出和罕见的能力，来开发新事务、有创造性、并且具有开放性思维。与此同时，他们必须激励其他人加入他们，因为团队成员必须知道他们的诉求被领导者听取。只有当追随者自愿支持他们的领导时，领导者才能实现目标。

#### If you could go back in time, what piece of leadership advice that you know now would you give yourself when you had your first leadership role?

I think that any leader is put in a position where they have their first time taking on a leadership role. Of course, it's a stressful moment, regardless of the experience that a person has. It's important for those who are put in such a position to be very good listeners and to try to prepare themselves in advance, knowing their audience, who are the counterparts, and to treat them with a lot of respect. Then, if this kind of communication is set up, it will help them to be more successful in their role. Although a good leader must know what to ignore, a leader also must be a person who knows to listen opinions of others and to accept advice. For some leaders this is not an easy task. And if not, it can easily bring them to a failure.

#### 如果可以回到过去，回到您第一次担任领导职位的时候，您会根据自己现有的知识储备和实践经验，对那时的自己提出什么样的作为领导者的建议？

我认为任何一个领导者都会有初次担任领导职务的时候，无论这人有怎样的经历，这都是一个有压力的时刻。对于那些处在这样一个位置上的人来说，做一个好的倾听者是很重要的，要努力提前做好准备，了解他们的下属，并尊重他们。如果建立起这种沟通方式，将有助于他们成功担任领导职务。虽然一个好的领导者必须知道应该忽略什么，但他也必须是一个懂得听取他人意见和接受建议的人。对于某些领导者来说，这并非易事。如果没有这样做，则他们很容易成为失败的领导者。

#### What top 3 skills do you think a leader needs to have, and what's the best way to build them?

There are many skills that a leader needs to have, and it's very hard to choose only 3. But one skill or feature that I would say that a leader needs is to be a visionary. A leader needs to be brave because he or she needs to do something that no one has done before or to do it differently. Leaders have to be wise, respectful, and take other people around them into account. Visionary leader has to be able to see the potential for change, and, at the same time, to have skills to lead others. Some people could have a vision, but they do not know how to lead people, and vice versa. On one side, a visionary leader has to be ready to take some risks in order to follow his or her own vision, but, on the other side, he or she must conduct responsible behaviour when putting a vision in actions.



您认为领导者最需要具备的三种技能是什么？培养这些能力最好的方式是什么？

领导者需要具备很多技能，很难只选择三种。但我认为领导者需要的一项技能或特点是需要有远见卓识。领导者需要勇敢，因为他或她需要做一些以前没有人做过的事情，或者做得与众不同。领导者必须明智，尊重他人，并考虑到周围的人。有远见的领导者必须具有预见变革的潜力，同时具备领导他人的能力。有些人可能有远见，但他们不知道如何领导别人，反之亦然。一方面，有远见的领导者为了遵循自己的愿景就必须准备好承担一定风险，另一方面，他或她必须在将愿景付诸行动时采取负责任的行为。

**"...academia in particular, needs to identify the barriers women are facing and reasons these are resistant to change, female academics need to take an active role in this change."**

**What advice do you have for women pursuing (academic) leadership positions?**

Society must acknowledge the possible negative effects of women leaders not being present in academia, effects that could go far beyond the institutions themselves, affecting the scope of performed research and knowledge, and society in general. As women, we have to be fully aware of that as well. We should not underestimate our role. I'd prefer not to give any advice, but considering my own experience and my female colleagues, I believe that any woman who is considering a leadership position needs to set her own goals. Additionally, she must be aware of her strengths and weaknesses, we all have them, to work on her skills, to strengthen ties with other colleagues, to be a part of active networks, to believe in herself, and to act like a leader. It's also important to work together, on the same level and with the same attitude as her male colleagues. We need a balanced academic environment.



**In your view what are the main strategies that can help women achieve a more prominent role in their organizations?**

As much as society in general, and academia in particular, needs to identify the barriers women are facing and reasons these are resistant to change, female academics need to take an active role in this change. It is not an easy task. It requires additional engagement and continuity. It is very important to work on the self, including self-confidence, self-discovery, developing skills at the same time networking could be beneficial as well. It could be very valuable to learn from past experiences and to build upon that to achieve goals. As much as it is always very relevant to be introspective, flexible, and proactive in the academic environment, it could contribute significantly to a change on a personal and collective level.

您认为有哪些策略、方法可以帮助女性在她们的各单位中表现更好并发挥更突出的作用？

整个社会，尤其是学术界，需要认识到女性面临的障碍以及阻碍变革的原因，女性学者需要在这一变革中发挥积极作用。这不是一件容易的事，它需要更多的参与和连续性。自我培养是非常重要的，包括自信、自我发现、发展技能，建立人际关系网络也很有益处。从过去的经验中学习并以此为基础实现目标是非常有价值的。在学术环境中，自省、灵活和积极主动总是非常重要的，它可以为个人和集体层面的改变做出重大贡献。

**"...学术界尤其需要明确女性面临的障碍以及阻碍变革的原因，女性学者需要在变革中发挥积极作用。"**

**您对追求(学术)领导职位的女性有什么建议？**

社会必须认识到学术界中没有女性领导者参与可能产生的负面影响，这些影响可能远远超出所在单位本身，会影响已开展的研究和知识，乃至整个社会。作为女性，我们也必须充分意识到这一点，我们不应低估自己的作用。我不想给出任何建议，但考虑到自己和女同事们的经验，我认为任何考虑担任领导职位的女性都需要设定自己的目标。此外，她必须意识到自己的长处和短处，我们都有长处和短处，努力提高自己的技能，加强与其他同事的联系，成为活跃的人际网络的一部分，相信自己并像领导者那样行事。同样重要的是，与男同事一起工作时保持同等水平和相同的态度。我们需要一个平衡的学术环境。





**Prof. dr. Beibei Ye - Guangxi Normal University**

Prof. Dr. Beibei Ye, doctoral supervisor, vice-minister of the Education Department of Guangxi Normal University and vice president of Guangxi Institute of Basic Education. She was selected as the first batch of thousands of young and middle-aged backbone teachers of institutions of higher learning in Guangxi development scheme, the first batch of "national culture plan" in Guangxi and the region culture program specialist. She also served as the supervisor of the second phase of Guangxi gardener project in the 21st century, the director of the National Mathematics Education Research Association and the National Elementary Education Academic Committee, and the secretary-general of the Guangxi Mathematics Education Research Association. She is engaged in the research of curriculum and teaching theory. In the past three years, she has published more than 20 papers, co-authored two books, and presided over and participated in several national, provincial, and department level research projects. She won the first in Guangxi education teaching achievement prize, the first prize in Guangxi teachers education curriculum teaching skills contest, the third prize in Guilin's fourth social science outstanding achievement award, and the first prize of Guangxi universities education technology application contest.

叶蓓蓓，教授，博士，博士生导师，广西师范大学教育学部副部长兼任广西基础教育研究院副院长。入选首批广西高等学校千名中青年骨干教师培育计划，首批广西“国培计划”和“区培计划”专家，广西21世纪园丁工程第二期导师，全国数学教育研究会理事，全国初等教育学学术委员会理事，广西数学教育研究会秘书长。从事课程与教学论方向研究，近3年发表论文20余篇，合著专著2部，主持并参与多项国家级、省级、厅级科研项目。曾获首届广西基础教育教学成果特等奖、广西首届高等学校教师教育课程教学技能大赛一等奖，桂林市第四次社会科学优秀成果三等奖，首届广西高校教育技术应用大赛一等奖等等。

#### **What is the most rewarding part of leading people?**

As a leader, I think the most valuable thing is that I can look at pedagogy from a more macro perspective. At the same time, I can expand my academic circle and build a research team to promote scientific cooperation and academic development of discipline and university. In the leadership practice and leadership process, the most exciting and valuable part is that leaders can build an ideal interpersonal relationship in their field. This network should highlight everyone's strengths and avoid their weaknesses as much as possible, to encourage team members to complete tasks better. Because in the practice of leadership, leaders need to deal with many people and inspire all the people in the team to develop their strengths. Therefore, as a leader, it is necessary to discover everyone's shining points, build a better working relationship network, create a more harmonious team atmosphere and maximize the team's advantages. Besides, in the process of leadership practice, leaders must have a broad pattern and clear thinking, and continuously reflect and adjust promptly during the process of research and leadership.

**您认为领导者最有价值的部分是什么？在领导实践中最有价值的部分是什么？**

作为领导者，我认为最有价值的是可以从更加宏观的层面来看教育学，同时也可以扩大自己的学术圈子并组建研究团队，促进科研合作及所在学科和大学的学术发展。在领导实践和领导过程中，最有趣和有价值的部分是领导者可以在自己所属的领域里搭建非常理想的人际关系，这种关系网要尽可能突出每一个人的优势并规避不足之处，促使团队成员更好地完成任务。因为在领导实践中，领导者需要与很多人打交道，激发团队中所有的人发挥自己的特长，所以作为领导者要去发现每个人的闪光点，搭建一个更好的工作关系网络，营造更和谐的团队氛围，将团队优势最大化。此外，在领导实践的过程中，领导者要格局宽广，思路清晰，并在研究和领导的过程中不断反思，及时调整。

#### **What top 3 skills do you think a leader needs to have, and what's the best way to build them?**

I think the three abilities that leaders need most are communication, coordination, and organization. Leaders need to be able to communicate with different types of people, be able to coordinate interpersonal relationships among different people, and also need to have the organizational ability to bring people together. In my opinion, the most effective way to cultivate these abilities is to combine theory with practice. To be specific, people who are willing to be leaders and accept the training and grow into leaders should be put into management positions while learning theoretical knowledge related to leadership. For example, to train a leader, you can first let him exercise in basic leadership positions and arrange management positions from low to high according to the step-by-step rise method. It is like playing games to pass through the ranks continuously. Exercise these three skills in the process, then his or her leadership ability will gradually improve.

#### **在您看来，领导者最需要具备的3种能力是什么？**

培养这三种能力最行之有效的方式是什么？我认为领导者最需要具备的三种能力分别是沟通能力、协调能力和组织能力。领导者需要能够与不同类型的人沟通，能够协调不同的人之间的人际关系，还需要具备组织能力将人们凝聚在一起。在我看来培养这三种能力最行之有效的方法是理论结合实践，让乐于做领导者和愿意接受培养成长成为领导者的人，在学习领导能力相关理论知识的同时，将他们安排在管理岗位上进行锻炼。比如说培养一个领导者，可以先让他在基础领导岗位进行锻炼，按照阶梯式上升的方式，由低到高地安排管理岗位，就像打游戏一样持续地通关晋级，在这个不断达到阶段目标的过程中锻炼这三种技能，那么他或她的领导能力也会逐步提高。

#### **If you could go back in time, what piece of leadership advice that you know now would you give yourself when you had your first leadership role?**

The first time to be a leader was in an administrative position in a teacher training project with about 50 people. Now I want to tell myself that I should pay more attention to the relationship between people, not just the management of transactional work, or the way work is promoted, progress and degree of completion. In fact, leadership is an art of relationship, whether it is in the East or the West, it is of great concern. When I was young, I paid more attention to the progress and completion of the work, simply divided the work for everyone, and urged the progress and results of the work. I did not pay enough attention to the people in the project. In fact, the advancement of affairs is of course important, but in the process of advancement, it is particularly vital to divide the work according to the characteristics of each person, give play to the advantages of each team member, complete the task more harmoniously and efficiently, and build a better relationship in this process. Now I may do more communication with them, coordinate, and highlight the advantages of the team.

**如果可以回到过去，回到您第一次担任领导职位的时候，您会根据自己现有的知识储备和实践经验，对那时的自己提出怎样的关于领导的建议呢？**

第一次做领导者是在一个约有50人的教师培训项目中，任职行政管理岗位。现在想告诉当时的自己，应该更关注人与人之间的关系，而不仅仅重视事务性工作的管理，或是关注工作的推进方式、进度和完成度等。其实领导是一门关系的艺术，无论是在东方还是西方都是备受关注的。年轻时候的我更关注工作的进度和完成度，简单地给大家分工，督促工作进展和结果，对项目中的人的关注不够。其实事务的推进固然重要，但在推进的过程中按照每个人的特质进行分工，发挥团队成员各自的优点，更加和谐、高效地完成任务，并在此过程中构建更好的关系尤为重要。现在的我可能会跟他们做更多的沟通，进行协调，更突出团队的优势。



**What's your view on what makes for effective leadership training and development?**

Effective leadership training and development can be discussed from both the perspective of trainer and learner. Effective leadership training and development can be discussed from both, the perspective of trainer and learner. Trainer, in addition to course learning, practice and communication, should be set up in the training. This kind of hybrid leadership training is more effective. Participants can have time to study and think, verify and consolidate in practice, can test the training effect, and even can reflect on the theory from practice, and put forward suggestions to optimize the course content and focus. For example, in the LEAD2 project, there will be some opportunities to focus on discussion and build a platform to share people's thoughts on leadership. At the same time, project participants will return to their posts to practice. Therefore, such leadership training and development are effective. Learner can improve their academic leadership through planned communication platforms. Two factors contribute to the effective training and development of academic leadership. It is a platform for academic exchange, and it is a platform for administrative experience exchange. Among them, the academic exchange platform is ranked first. For example, the LEAD2 project not only allows me to meet more leaders and peers in related fields, but everyone can also express their academic opinions. In the process, I can promote some of my thinking as an academic leader. The project is also divided into different leadership levels, where you can think and exchange administrative experience in different levels. The establishment of these two types of communication platforms is essential for leadership training and development.

**您认为什么样的领导力的培训和发展是有效的？**

有效的领导力的培训和发展可以从培训者和学习者两个角度进行论述。培训者方面：除了课程学习外，培训里应该设置实践和交流的环节，这种混合型的领导力培训才是比较有效的。学员能够有时间进行学习和思考，在实践中验证和巩固，能够真正检验培训效果，甚至能从实践反理论，提出优化课程学习内容和侧重点的建议。比如LEAD2项目中有一些集中研讨的机会，搭建平台来分享大家对领导力的思考，同时项目参与者会返回到自己的岗位上去实践，所以这样的领导力的培训和发展是有效的。学习者方面：学习者可以依托有规划性的交流平台提升学术领导力。促成学术领导力的有效培训和发展因素有两个：一个是学术交流的平台，一个是行政经验交流平台。其中，学术的交流平台是排在第一位的。比如LEAD2项目不仅让我结识更多相关领域的领导者和同伴，大家还可以发表自己的学术观点，在这个过程中能促使我作为学术领导者的一些思考。项目中还分为不同的领导层级，可以在不同的层级里面去思考和交流行政经验。这两种类型的交流平台的搭建对领导力的培训和发展至关重要。

**What do you think are the main challenges (if any) that females may face in their (academic) leadership roles?**

In fact, we will find that the ratio of men and women in leadership positions is not balanced. Male leaders are more than female leaders, so the big challenge for female leaders is how women should communicate with men. I think this is also an art. Women should think about how to integrate into the male-dominated communication circle, overcome some communication difficulties, and spend more time and energy than men to make men accept female leaders. Another challenge comes from the family. Women may spend more time and energy to take care of their children and family after work than men do. Therefore, it is difficult for women to devote more time to work than men do. The gender gap and society's widespread recognition of women's need to juggle family and work have added to the pressure on women to take on leadership roles.

**"My advice to women who are already in leadership positions is to be clear about your goals..."**

**女性在担任领导职务时可能会面临哪些挑战和困难？**

其实我们会发现在领导岗位中男女比例并不平衡，男性领导多于女性领导，所以女性领导者面临的比较大的挑战就是女性应该如何与男性沟通。我觉得这也是一门艺术，女性要思考自己要用什么样的方式融入男性为主的沟通圈，要克服一些沟通的困难，要付出比男性更多的时间和精力让男性接受女性的领导者。还有一个挑战来自家庭方面，女性相比于男性，可能在工作之余要花更多的时间和精力去照顾子女和家庭，所以女性在工作中，尤其是领导岗位上的时间总投入是很难比男性更多的。性别差异和社会中对女性要兼顾家庭和工作的普遍认知，使得女性担任领导职务压力倍增。

**“我对已经担任领导职务的女性的建议是明确自己的目标……”**

**What advice do you have for women pursuing (academic) leadership positions?**

For women who want leadership positions and are seeking leadership positions, make it clear that working in a university can be difficult to distinguish between life and work. Female academic leaders should first ensure their academic abilities and academic achievements, and then seek the development of administrative positions on this basis. Secondly, the goals must be clear, the primary and secondary must be distinguished and trade-offs must be made. If you want to be an academic leader, you will inevitably sacrifice your time with your family, thus replacing more time and energy to devote yourself to research and networking, focusing on academic and leadership. My advice to women who are already in leadership positions is to be clear about your goals and whether you want to continue to pursue higher leadership positions. If you have reached your expected goal and no longer desire to be promoted, you can develop more interpersonal relationships on the premise of effectively completing your work. You can focus on your work and scientific research while considering all aspects. But if you want to continue your promotion, you still must invest more time and energy in your work, continue to work hard and make trade-offs. So, no matter what level we are in, women must be well positioned and clarify their needs.

**对于想要担任领导职务、正在寻求领导岗位的女性，您有什么建议？对于正在担任领导职务的女性，您有什么建议？**

对于想要担任领导职务、正在寻求领导岗位的女性，要明确在高校工作其实很难区分生活和工作。女性学术领导者首先应确保自己的学术能力和学术成果，然后以此为基础寻求行政职位的发展。其次，必须目标清晰，分清主次并做出取舍。想成为一个学术领导者，难免牺牲与家人相处的时间，从而置换出更多的时间和精力投身科研和经营人脉关系网，聚焦学术和领导两个关键词上。对于已经担任领导职务的女性，我的建议是要明确自己的目标，是否想继续追求更高的领导职位。如果所在领导职位已经到达了预期目标，不再渴望晋升，就可以在高效完成本职工作的前提下拓展更多的人脉关系，专注于本职工作和科研的同时兼顾各个方面。但是如果想继续晋升，依然要投入更多的时间精力在工作上，继续努力并做出取舍。所以无论我们在哪一个层级，女性都必须要做好定位，明确自己的需求。