

IN THE SPOTLIGHT 焦点

WOMEN IN ACADEMIA: EUROPEAN AND CHINESE PERSPECTIVES

学术界女性：欧洲和中国视角



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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.

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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。