



# Between family and work: How shared leadership makes compatibility possible

- Relevance and facts
- Models of shared leadership
- How to act as a leader in part-time
- Company perspective
- Arguments & Conclusion



# Führung in Vollzeit: Diese Zeiten sind vorbei

Johanna Fink beweist in ihrem Buch "So wird Führung in Teilzeit zum Erfolg", dass andere Management-Modelle möglich sind und gibt Praxistipps

## Warum Teilzeit kein Karrierekiller sein muss

Forscherinnen untersuchten die Vorteile von Teilzeit für die Gesundheit. Trotzdem äußerten sie sich kritisch zur Viertagewoche

# Relevance of this topic



Work adapted to different life phases

Work must meet our needs



Labour market

New work and shortage of skill workers require new mind sets, more flexibility



Career opportunities

Mindset: People often drop out of the career pipeline due to maternity leave.

Quiz



## Quiz 1:

By how much is the lifetime income reduced if a woman works full-time instead of 45 years as follows:  
2 years parental leave, 15 years part-time 20 h and 20 years full-time?

- 55.000 Euro

- 195.000 Euro

- 125.000 Euro

- 270.000 Euro



# Financial consequences of part time work



## Quiz 2:

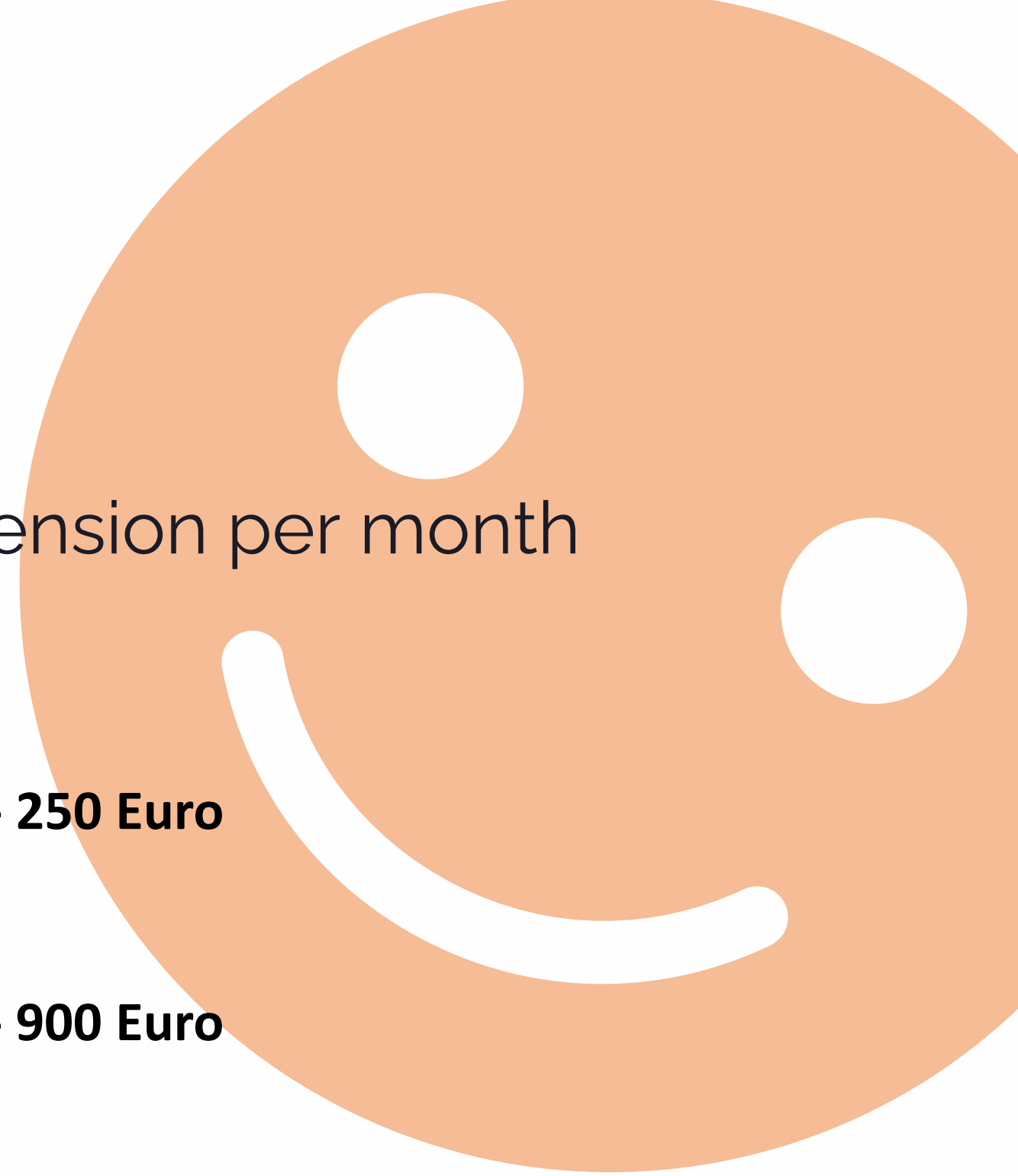
What is the average difference in pension per month between men and women?

- 100 Euro

- 550 Euro

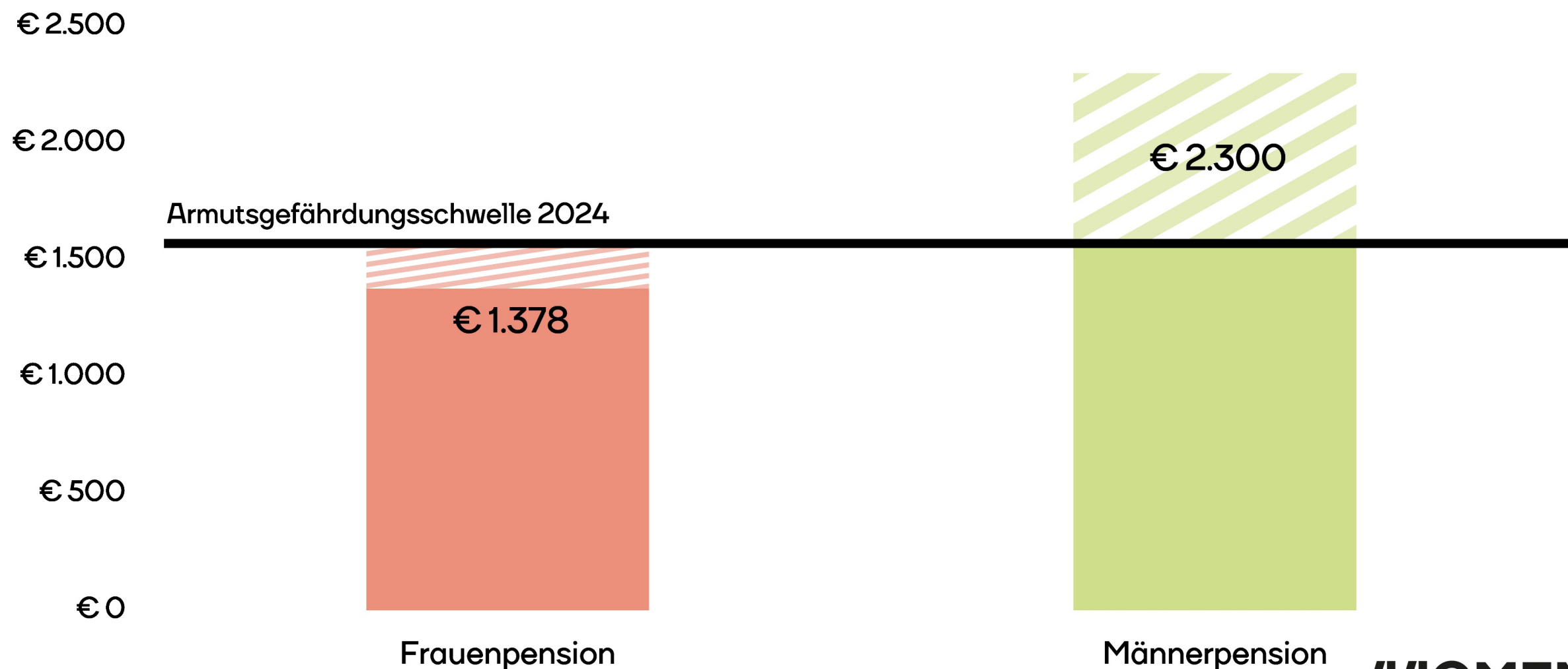
- 250 Euro

- 900 Euro



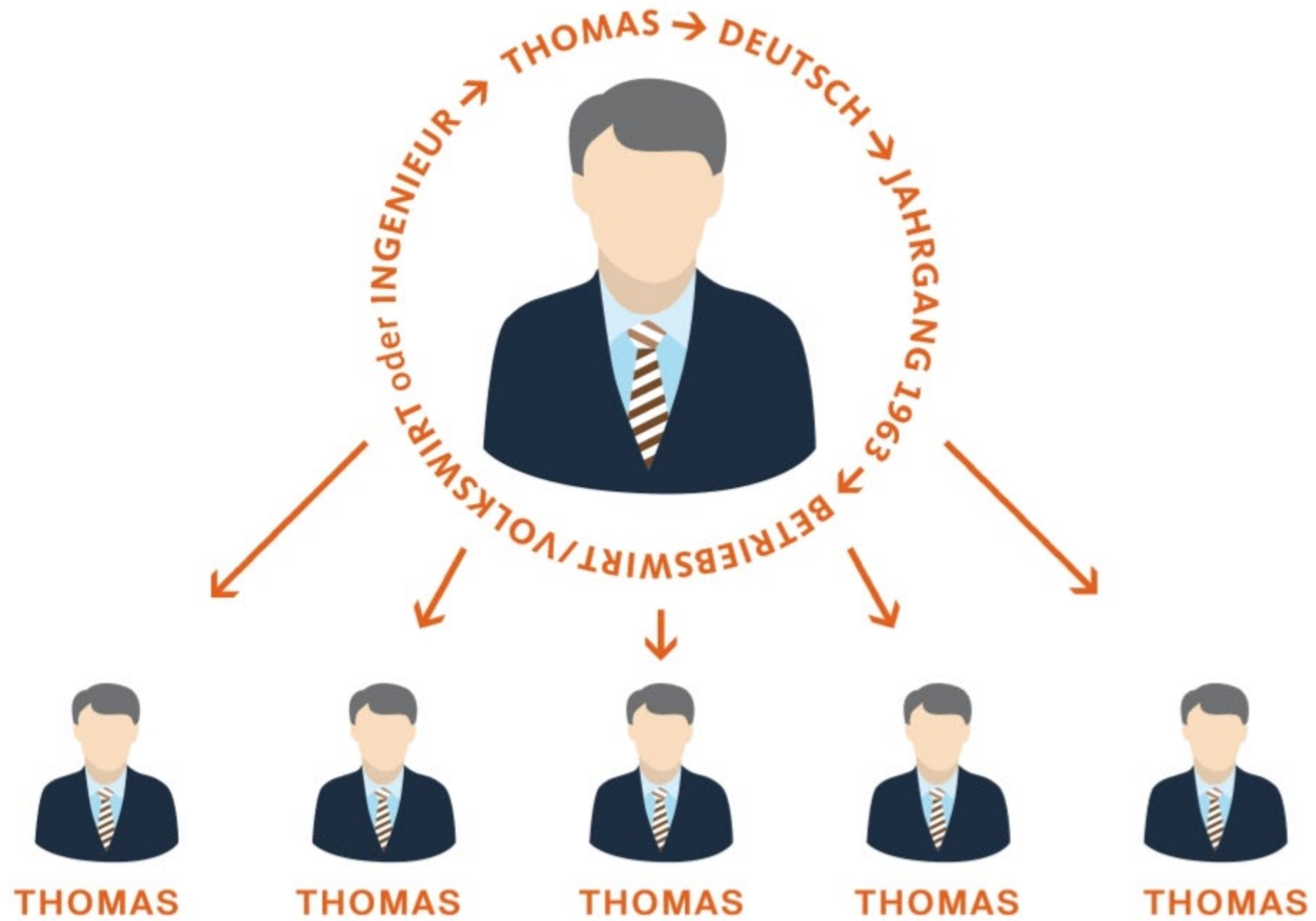
# Durchschnittliche Frauenpension liegt fast 200 Euro unter der Armutsgefährdungsschwelle

Eine durchschnittliche Männerpension liegt mehr als 700 Euro darüber



Quelle: Pensionsversicherung Jahresstatistik 2023, Statistik Austria, EU-SILC 2024  
Anmerkung: inkl. Invaliditäts (BU.-, EU.-) pensionen ab dem 60./65. Lebensjahr.





# That's why part-time work is critical

Part time work is female

Effects on income

... and dominates among women over the age of 30.

**Aktive Teilzeitquote (ILO) – Frauen mit  
Kindern unter 15 Jahren**

2023

**74,0 %**

25- bis 49-Jährige (exkl. Personen in Elternkarenz)

**Aktive Teilzeitquote (ILO) – Männer mit  
Kindern unter 15 Jahren**

2023

**7,7 %**

25- bis 49-Jährige (exkl. Personen in Elternkarenz)

Part-time work has major disadvantages and promotes inequality.  
So why are we talking about Shared Leadership,  
which can be part-time or close to full-time?

To be able to make good decisions

**How** do we want to divide the family work  
so that both partners contribute equally to the joint household?

To be able to stay successful

**How** can I ensure that I can continue to develop professionally  
and at the same time look after my children, my parents, my  
dreams, ...?





# Lisa and the course life

1. Full speed ahead
2. Setting the course
3. Part-time trap – career gap
4. Shared leadership as a possible new road map
5. Creating new paths

**It's time for change.**



# Shared leadership

Shared leadership is a management model in which management responsibility and decision-making powers are distributed among several people or teams instead of resting exclusively with a single manager.



Responsibility is also possible in part-time work!



Any job can be split!





AI-generated Image

# Shared leadership models

## Co-Leadership / top-sharing

Two managers share responsibility and decisions equally.

Management position is split between two people, e.g. full-time or 25 to 35 hours.

## Task-based sharing

Management tasks are divided according to competences.

## Project-based sharing

Project phase responsibility is shared between several managers.



# Shared leadership models

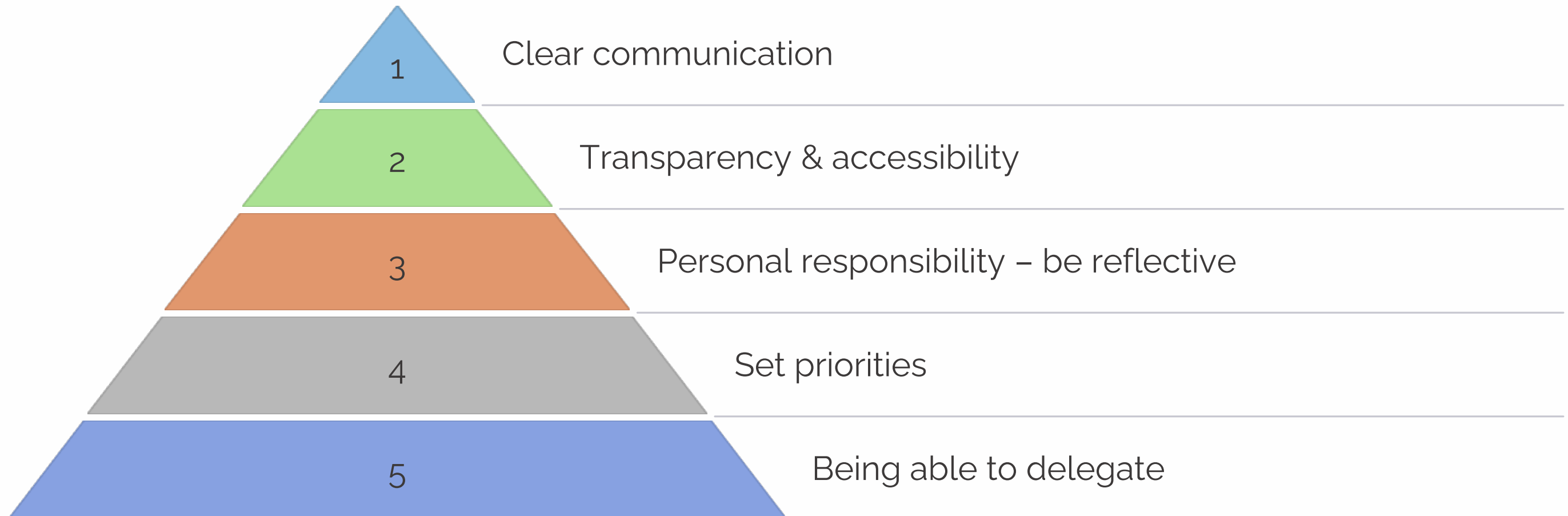
## Tandems

Two specialists for high workloads

Two specialists from different disciplines; interfaces are strengthened

Two specialists from different companies

# Leadership means ...



# How to act ...

- Make big decisions together, small decisions immediately and inform your partner
- Support the decisions, don't give the feeling that you don't agree.
- Divide up topics concretely: Who wears the manager's hat, who wears the developer's hat.
- Communicate responsibilities clearly to the team.
- The model is not for everyone. Those who lead/work better on their own can also admit to it.

# Is your company ready?

- Clear allocation of roles and tasks
- Culture – Commitment
- Trust and transparency
- Shared values and strategy
- Clear decision-making processes





# Pros

- More attractive for skilled workers - more applications
- Retain expertise in the company - through easy re-entry, less fluctuation
- Tangible contribution to equality (SDGs - diversity)
- Less sick leave or downtime
- Or absenteeism can be absorbed
- ...

# Pros

- Two times expert knowledge for entrepreneurs
- More output
- Risk minimisation, fluctuation compensation, double expertise
- One person cannot cover 100% of the competences
- Companies get more overall
- Companies should consider this in their personnel planning: Maternity leave, sabbaticals, care, raising children,
- Don't just look at working hours, but at the whole picture - performance is no longer 9-17.



# Conclusion

Stay informed

Do you know the facts and effects of part-time work?

Proceed strategically

Only go into career interviews with a strategy.

Act proactively

Suggest alternatives and solutions to the employer.

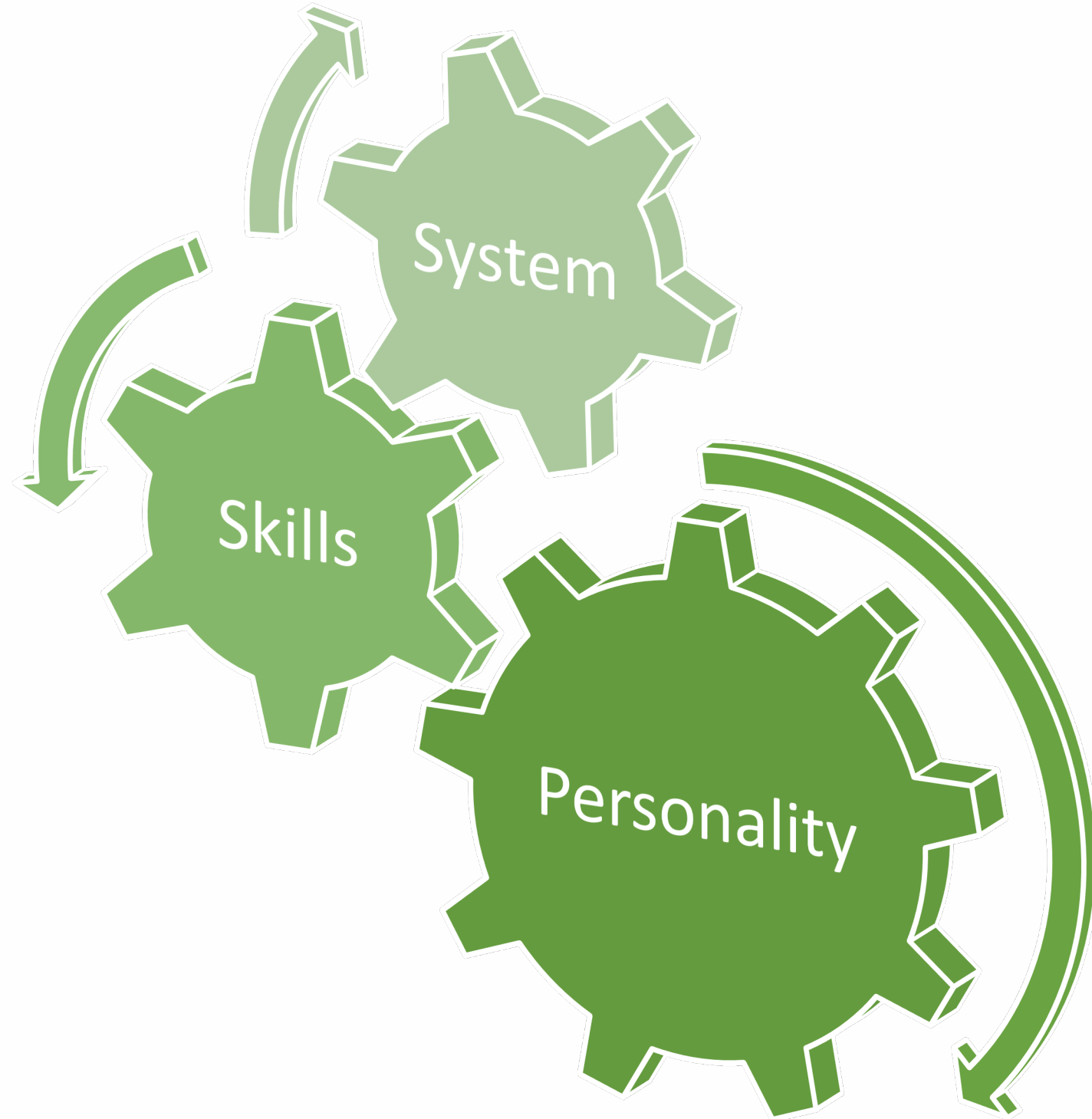
Financial planning

# Social perspective

- Paying for care work
- Loss of income must be compensated
- Promoting careers instead of preventing them
- Diversity as a game changer (SDG's)

# Systemic view

- AI and digitalisation
- More complex working world
- Management is becoming just as complex
- Desire for more flexibility among employees







# Anmeldung Newsletter Impulse und Content.

<https://www.die-kommunikationstrainerin.at/at/teilzeitfuehrung/>

— “ —

Wer verharrt,  
kommt nicht  
voran.

— ” —