

Women in Logistics Circle

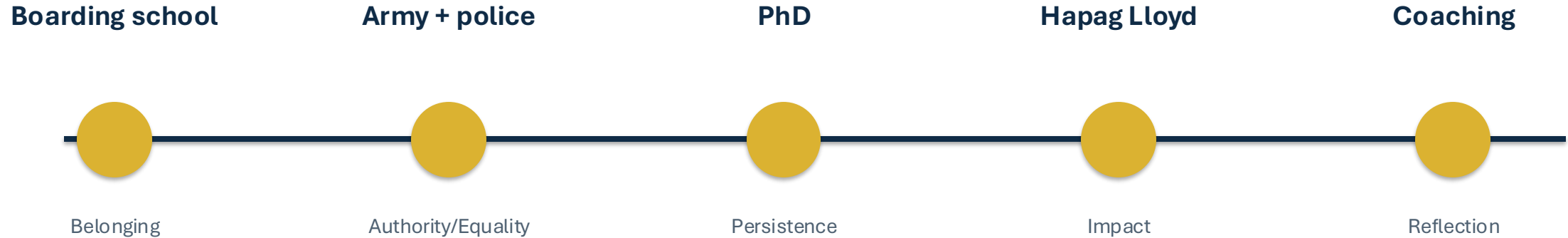
Competence. Belonging. Fair opportunity.

Dr Marianna Levtova | ALICE webinar | 2 October 2026

A practical session on bias, recognition and agency

My story: achievement did not remove the questions

02



The recurring question: **Am I ENOUGH?**

Recognition expires. Contribution can continue.

03

A major achievement



Then what?

A title, deal, or PhD can validate a chapter. It cannot decide the next one.

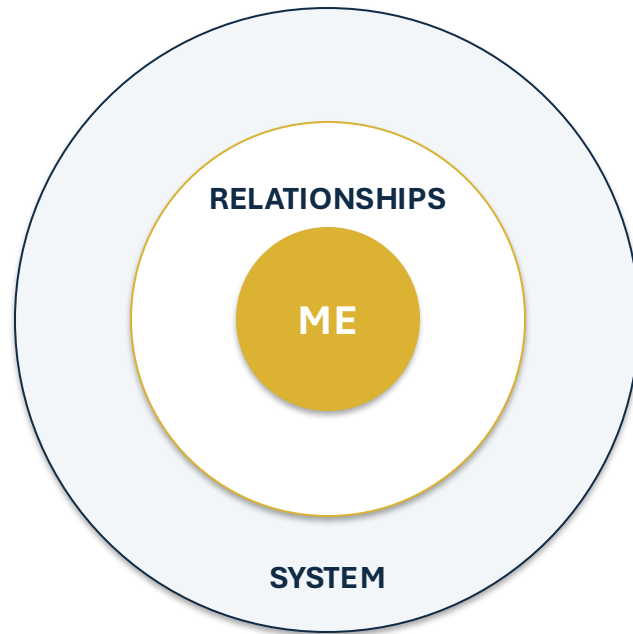
Next

Choose the contribution you want to build now.

External recognition is useful. It is not a career strategy.

Why coaching belongs in leadership

04

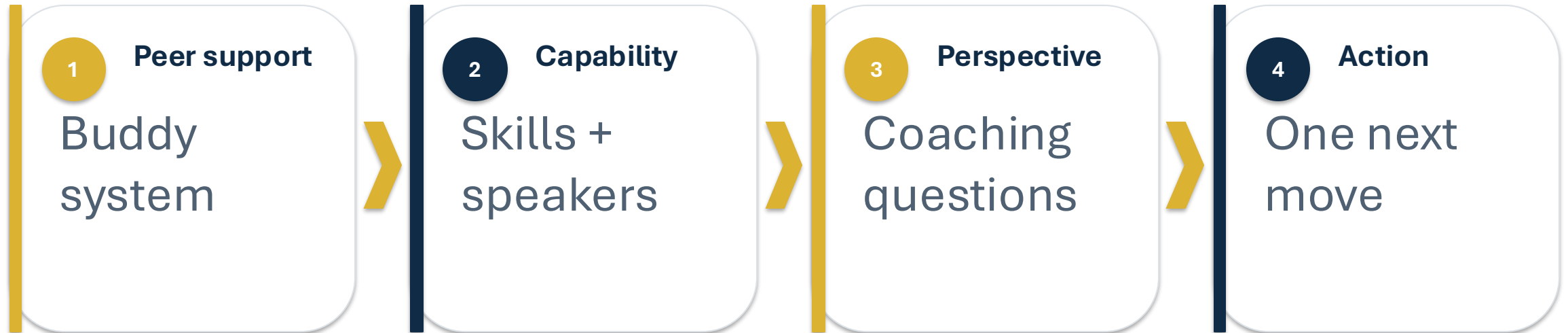


Systemic coaching asks more than “What is wrong with me?”

- What pattern keeps repeating?
- Who influences the situation?
- Which rule or routine sustains it?
- What action can I test?

The Circle should convert connection into action

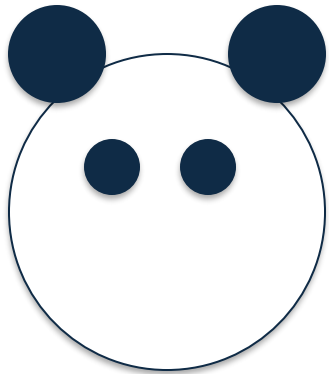
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Support is not the outcome. Better professional decisions are.

Exercise: a panda joins a company of ants

06



**The panda works
hard.**

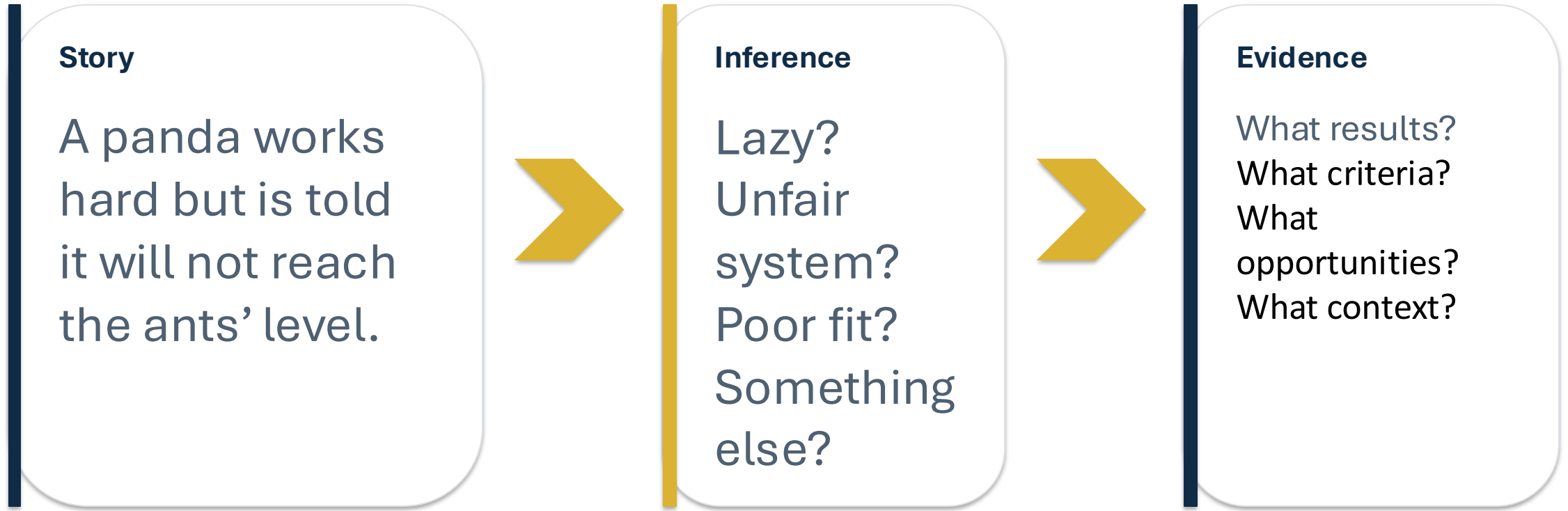


**Management says it will never reach the ants'
level.**

What was your first explanation? Keep it to yourself for 10 seconds.

What did your brain add?

07



Bias often enters before evidence does.

A challenge has three levels

08

1 INDIVIDUAL

What can I observe, ask or practise?

2 RELATIONSHIPS

Who affects the decision? Whose view is missing?

3 ORGANISATION

Which rules, incentives or routines maintain the pattern?

Do not force an individual to solve an organisational failure alone.

Case: who gets the six week pilot?

09

LENA

Comparable delivery record

Has a child

Not asked about travel

MANAGER

**“Lena would probably
decline the travel.”**

MARC

Comparable delivery record

Selected for the pilot

Travel assumed possible

Known? Assumed? Fair process?

Where assumptions enter logistics decisions

ASSIGNMENT

“She probably would not want the travel.”

?

PROMOTION

“He looks more like an operations leader.”

?

FEEDBACK

“She is too forceful.”

?

Replace personality labels and assumptions with relevant criteria + evidence.

Fair process: same relevant questions

11



A fair process may still select Marc. The point is equal access to demonstrate fit.

Same behaviour. Different label.

12

LENA

“Aggressive”

MARC

“Decisive”

Both challenged a supplier delay using the same words and tone.

What observable behaviour justifies either description?

Six human needs: a reflection lens

13



CERTAINTY

predictability



VARIETY

change



SIGNIFICANCE

I matter



CONNECTION

I belong



GROWTH

I develop



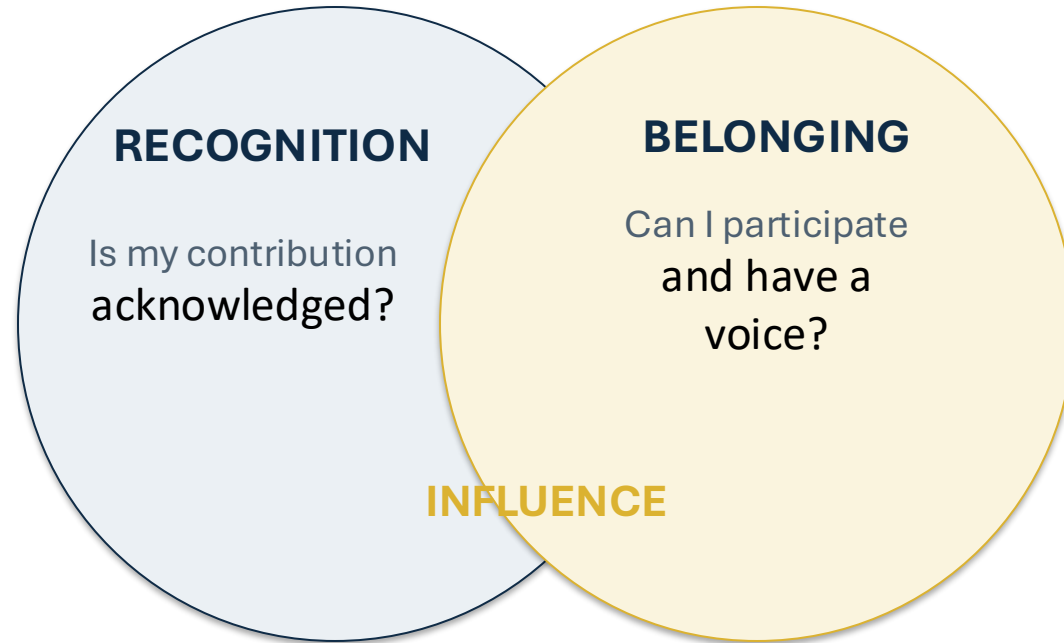
CONTRIBUTION

I make a difference

Useful for reflection. Not a diagnostic assessment.

Recognition and belonging are not the same

14

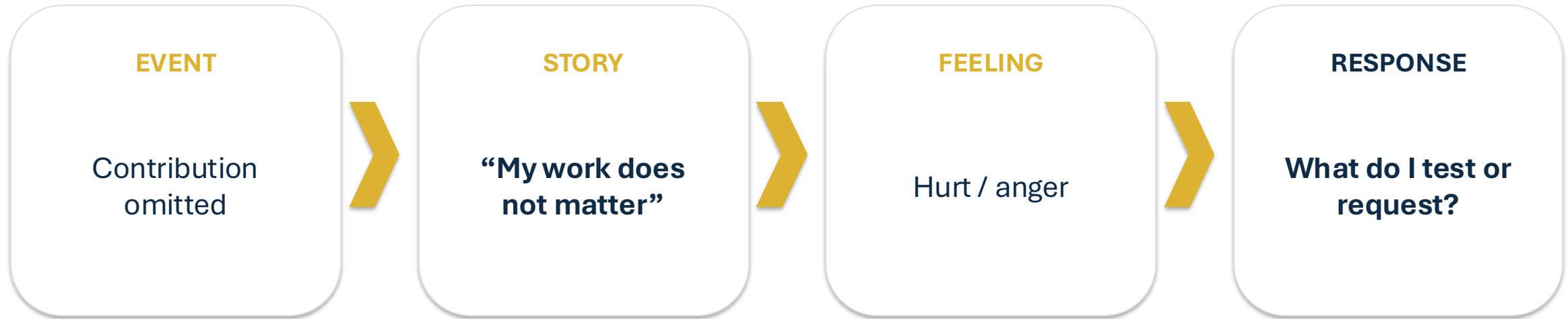


**Praise without
opportunity is not enough.**

Ask what is actually missing:
credit, voice, access, authority or
development.

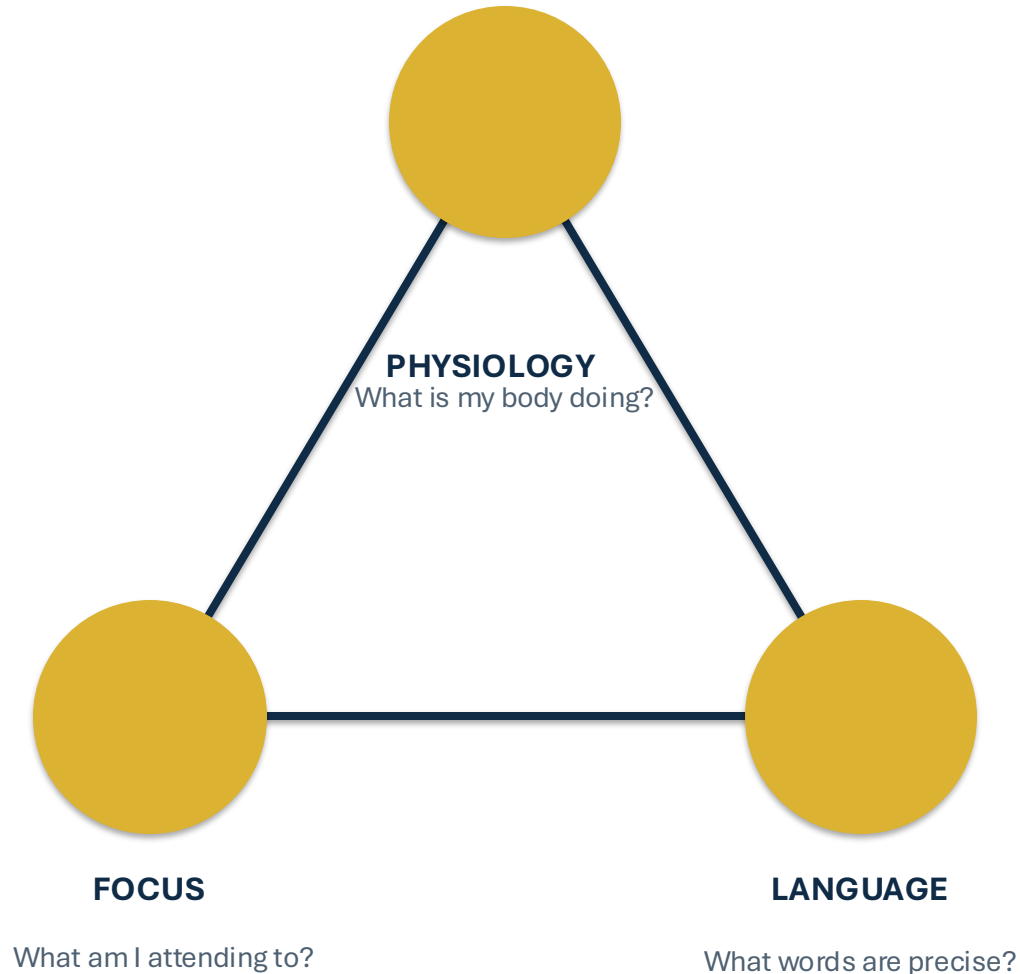
When I feel unrecognised: separate event from story

15



The feeling deserves attention. The interpretation needs examination.

A 30 second reset before a difficult response



Observation → interpretation → question

“Nobody values me.”



“Who specifically? In which situations? What evidence do I have?”

Change perspective without mind reading

17

1 MY VIEW

What did I observe?

What did I feel?
What do I need?

2 THEIR VIEW

What might they see?

What do I not know?
What would I need to ask?

3 OBSERVER

What interaction
repeats?

What rule is visible?
What can be tested?

Another perspective is a hypothesis, not access to someone else's mind.

Know which support you actually need

18



COACH

helps me examine assumptions
and choose an action



MENTOR

shares relevant experience
and professional context



SPONSOR

uses influence
to open an opportunity

One person can play more than one role. Be explicit about which role you are asking for.

Merit requires two things, not one

19

RELEVANT COMPETENCE

Clear requirements
Consistent standards
Evidence of capability



FAIR ACCESS

Access to assignments
Chance to demonstrate skills
Same relevant questions

Identity alone should not substitute for competence. Familiarity should not substitute for evidence.

Your next decision

1

Where will you replace an assumption with a question?

2

Which assessment criterion needs to become clearer?

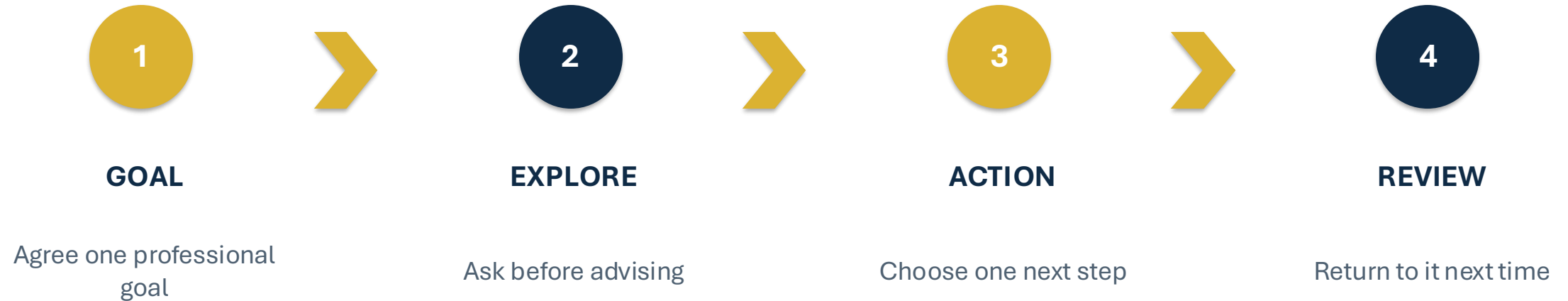
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What opportunity could someone access more fairly?

Choose one action for the next seven days.

The buddy system: simple by design

21



Proposed starting rhythm: 20 minutes every two weeks

Peer support, not therapy. Agree confidentiality and its limits.

Continue the conversation

22

1

JOIN

Women in Logistics Community

2

OFFER

A topic or expertise for the speaker bank

3

CONNECT

Express interest in the buddy system