Leading Change
The relevance of gender diversity for adaptability and innovation

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Organizing for adaptability

- Complex environments
- Rapid changes

→ Need adaptive systems

  o To cope with changes
  o To develop

Adaptability

- Natural sciences:
  - Complex, adaptive systems
    - Have NO centralized control
    - Are self-organized
    - Adapt continuosly to changing conditions

→ Organizations do not work like this

Formalized Organisations

- Characteristics
  - Hierarchy & hierarchical leadership
  - Centralized decision making
  - Little managerial discretion

- Related norms
  - De-personalized
  - Replicable
  - Efficient and rational
  - Stable

  → Contradicts adaptive organisations

Management in formalized organizations

- Managers characteristics
  - Experienced, well socialiced and trained specialists
  - ‚Know' what to do
  - Are assertive and tell others what to do
  - Take responsibility and decisions

- Employees
  - Carry out decisions
  - Do what they are told
  - Are not rewarded for thinking outside the box
  - Are not asked to take responsibility & accountability

→ Adaptability & innovation needs enabling leadership

Enabling Leadership

- Skills:
  - Recognizing potential and foster ideas
  - Step back to enable dynamics
  - Strive for active and continuous learning
  - Find a balance between visibility and invisibility
    - Take a stance when necessary
    - Let others pass when needed
  - Combination of conviction & humility
  - Do NOT strive for personal recognition
  - Realize that the whole is bigger than oneself

  → Female connotation of leadership

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