English Panel

“The Power of Leading with Emotional Intelligence”

Prof. Dr. Renate Tewes is educated in different fields. She is a well known Leadership Counselor in health care and published 8 books. Her bestsellers are about “How to learn leadership competencies” (3rd ed.) and “how to communicate effectively” (2nd ed).

As a Nurse Administrator she developed different healthcare departments at the University of Bremen and at the University of Applied Science in Dresden, Germany.

As a Leadership Counselor she trains leaders in strategic planning, negotiation management, decision management, stress management in Germany, Switzerland, USA and Great Britain.

As a Professor for Nursing Science and Nursing Administration she teaches leadership, nursing theory and research, communication, case management.

2008 she developed her own company called CROWN COACHING INTERNATIONAL. CROWN is a German acronym and stands for clever, resource-oriented, scientifically based and sustainable. All programs are held in German and English.

References:

Leading with emotional intelligence as a unique selling point? Are there not more important issues within healthcare and social care to address rather than talking about emotions? In this presentation, you will learn about why it is ingenious to focus on the aspect of emotional development in leadership.

“It is like kindergarten!”

The words themselves may seem innocent, however, they do on occasions depict a tragedy of how leaders often argue about the missing cooperation between team members. By uttering the sentence, leaders display their helplessness and relinquish themselves from their duty of nurturing a healthy sense of communication within the team. This is not surprising as we fail to qualify our leaders to meet the emotional challenge of work-life in an effective manner.

The competence to communicate and cooperate is usually seen as a soft-skill within healthcare, and so far, just nice to have, whilst professional competence is valued as a hard-skill, and therefore, a must have. However, studies show that the devaluation of soft-skills can cause dramatic and expensive failures. A liability insurance paid 15 times more to patients filing a suit, when the reason for the mistake was caused by lack of communication (Brenner & Bartholomew, 2005). In addition, in Germany, more patients announce similar treatment failures. The Techniker Krankenkasse (TK) reported in 2016 that patients announcing treatment failures rose by 26%. Consequently, TK demanded 14 million euros back from physicians and hospitals; thus, revealing how the lack of soft-skills converts into hard and expensive facts.

In light of this, we need leaders with the power of emotional intelligence!

This presentation will be about:

- The typical thinking mistakes in management of social- and health care organizations
- What does emotional intelligence mean in daily work life?
- Which role do communicative competence play in leading with emotional intelligence?
6. Internationaler INAS-Fachkongress 28.02.-02.03.2018

Führen in der Sozial- und Gesundheitswirtschaft:
Neue Organisations- und Denkmodelle

- How do we learn to lead with emotional intelligence?

You will be presented with research examples about communication in operation theaters and ICU and you will understand the impact of leading with emotional intelligence on burnout and turnover: organizations investing in emotional intelligence, prepare yourselves for a successful future!
To mitigate adaptive organisational changes Human Service Organisations (HSO) as well as their actors must deal nowadays with various challenges, processes and discourses of organizing such as:

- Aiming at more efficient management of international immigration flows, social welfare work must provide services for new target groups from different cultural backgrounds as well as search for new types of living arrangements to promote social cohesion and integration.
• Not just recently, social welfare work involves fighting right-wing violence and criminal offenses against employees (i.e. via social media).
• To attract future professionals, HSO must adjust to the process of academization in the social work, child care and health professions. Additionally, the acquisition of well qualified professionals has become challenging in these fields of social welfare.
• It is challenging to implement inclusive practices in the work with people with impairments to increase their right of self-determination and participation in society.

In this context, for example, the transformational leadership model ‘Adaptive Leadership’ (cf. Heifetz, Grashow, & Linsky 2009) has received great attention to support organisations and professionals in mastering so-called ‘adaptive’ challenges in HSO that require organisational learning, replacement of old management practices, development of new skills and competencies, facilitation of personnel development through discomfort situations and mobilising staff for changes in their behaviour, values and attitudes in uncertain times. Such adjustments are often placed in a systemic perspective and can be managed within three phases: identifying the problem, development of solutions and implementation of changes.

This paper aims at a description of an approach to leading change in Human Service Organisations, where adaptive challenges arise in clients’ expectations, complex environments and where the implementation of professional standards is of paramount importance. Firstly, an overview will be presented on adaptive models, including a review on international leadership and organisation research. Secondly, its principles will be applied to HSO and conclusions be drawn for its effectiveness and possible ways of implementation. Thirdly, the paper presents findings of a current study on the development of a diaconal profile in diaconal institutions in Saxony, Germany.

**Keywords:** Leadership; Human Service Organisation; Adaptive Leadership

**Type of Paper:** theoretical-conceptual paper; case study; empirical research

**Suggested Panel:** Quo vadis Führung und Organisation

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English Panel

Leadership in self-organized systems - squaring the circle or a new kind of responsibility?

Prof. Dr. Christoph Minnig - University of Applied Sciences and Arts Northwestern Switzerland FHNW, School of Business, Head of the Institute for Nonprofit- and Public Management - studied at the University of Fribourg in Switzerland. He received his BSc– and MSc–Degree (Lic. rer.pol.) in Economics in 1996 and his PhD (Dr. rer. pol.) in Business Administration in 1991. He teaches and consults in the field of Organizational Behavior. His research interests include Organizational Change, Organizational Culture and Organizational Interactions.

Prof. Dr. Peter Zängl - University of Applied Sciences and Arts Northwestern Switzerland FHNW, School of Social Work, Institute for Consulting, Coaching and Social Management - studied at the University of Bochum in Germany. He received his degrees in Public Administration in 1986 (Dipl. Verw. Wirt), in Social Science (Dipl. Soz. Wiss.) in 1992 and his PhD (Dr. rer soc.) in Sociology in 1999. His subject areas are the Organizational Development and the Management of Nonprofit- Organizations. His research interests include Organizational Change, Decision Making, Creating Shared Value, Civil Society, Governance.
Responsible leadership in Organizations means being able to successfully address on the one hand economical, social, societal goals and, on the other hand, provide a working environment, which enables employees, customers or clients and other stakeholders (e.g. those how provide resources of all types) to have an impact on the development of the organization.

In the current discussion about local, regional or global problems we have to find answers to two questions within the context of developing organizations:

1. How should we build up organizations in order to be able to withstand these challenges?
2. How can we define the role of leadership in these organizations?

In our opinion the current way we run organizations has been stretched to its limit. One way to meet these challenging tasks could be to abandon the traditional forms of organization. In this context two key developments are be seen: on the one side there is a new organizational paradigm like self-organized management and, on the other, there is a uncertain desire of a so-called clean and responsible entrepreneurship.

Accordingly the contemporary discourse about organizational models makes reference to terms like self organization (of course), agile leadership, democratic enterprises, clean government, ‘honourable businessman’, reinventing organization, the scrum principle, leading change, accelerate, holacracy and so on.

Most of these ‘new’ organizational models have self-management in common. They operate effectively, reduce overhead and back offices at a large scale, with a system based on peer relationships, without the need for either hierarchy, consensus and massive control(ing). But these terms are more or less empirical anecdotes and are part of a pop culture in management literature: what is missing is a theoretical foundation with which to put the scripted models into practice.

Similar considerations apply to parts of concepts of leadership: the manager’s dream to solve problems and to make decisions rationally. The naive plan-do-check-act logic is limited within strongly differentiated organizational models. This is because of uncertainties in cause and effects relationships and diffuse and complex situations in incalculable decision processes. There is often a
naive wishful thinking in order to have a wide range of options available, which allow the manager to change the company’s course anytime and immediately. But in the majority of cases this does not work because of the autonomy and ad hoc reactions of organizational constructions.

In our presentation we would like to make a contribution to the current discussion based on a case study about leadership in self-organized systems. We primarily refer to a leadership model from a social enterprise in the Netherlands called Buurtzorg. Buurtzorg was founded as an NGO in 2006 by Jos de Blok and a team of nurses. Since then it has become Netherland’s largest neighborhood nursing organization, providing home care to the elderly and the sick.

The starting point for Buurtzorg was, amongst other things, that they had a too strong focus on leadership. They used to think that leadership was the key to economical success. Buurtzorg developed a different type of leadership, less focusing on individual leaders, but more focusing on the system as a whole leading entity.

As a matter of fact the leading person’s influence on the productive achievement was greatly overestimated for a long time; against this, in our view, the value and impact of a moral leadership in relation to an organization’s life and success was drastically underestimated.

Organizations do not have only a responsibility to their shareholders and investors, they are also liable for their management, employees clients, suppliers, the local community, society and environment, a broad variety of different shareholder with often differ aims and goals. The specific role of leadership in Buurtzorg – as in other self-organized systems – is about finding compromises for the benefit of all stakeholders.

For this reason the central question in our presentation is:
Do we need leadership in self-organizing systems and, assuming we do, what are the key elements of a responsible leadership in such systems?
The lecture consists of three parts:

I. Self Organized System – between pop culture and theoretical foundation (References to the theory of Neo-institutionalism and loose coupling)

II. Responsible Leadership and the moral point of view (the ethic discussion)

III. How or to what extent does it work – a case study from Switzerland