

# JUMP

*Promoting gender equality, advancing the economy*

**21st March 2017 | JUMP Forum**

*Leading change  
How to translate top: level commitment  
into a truly inclusive work environment*



Wi-Fi network:  
**Vlerick**

- username: **jump**
- password: **1234**



**jump.brussels**



**#JUMP2017**  
**@JumpEquality**

[WWW.JUMP.EU.COM](http://WWW.JUMP.EU.COM)



## Peter de Prins

PROFESSOR OF MANAGEMENT PRACTICE  
CHANGE MANAGEMENT | COACHING | LEADERSHIP  
VLERICK BUSINESS SCHOOL





# FROM GOOD INTENTIONS TO GREAT PERFORMANCE: PUTTING GENDER EQUALITY AT THE HEART OF CHANGE

BRUSSELS, MARCH 21, 2017

**Peter De Prins**

Professor of Management Practice  
Vlerick Business School

Twitter: @pdeprins

Linkedin: [be.linkedin.com/in/peterdeprins](https://www.linkedin.com/in/peterdeprins)



# JUMP

*Promoting gender equality, advancing the economy.*

## Please raise your hand if...

- ... you are a female
- ... you are a male
- ... you're not sure
- ... you're happy
- ... lead people in your organisation
- ... you find the woman or man at your left, right, in front or behind you attractive
- ... you have kids
- ... don't have kids but would like to make some with the woman or man at your left, right, in front or behind you
- ... if you think most people like you
- ... if you think you are intelligent...
- ... if your company does well in gender balance...
- ... if you think you know a lot about change management....



# Agenda

- **Introduction**

- **Why**

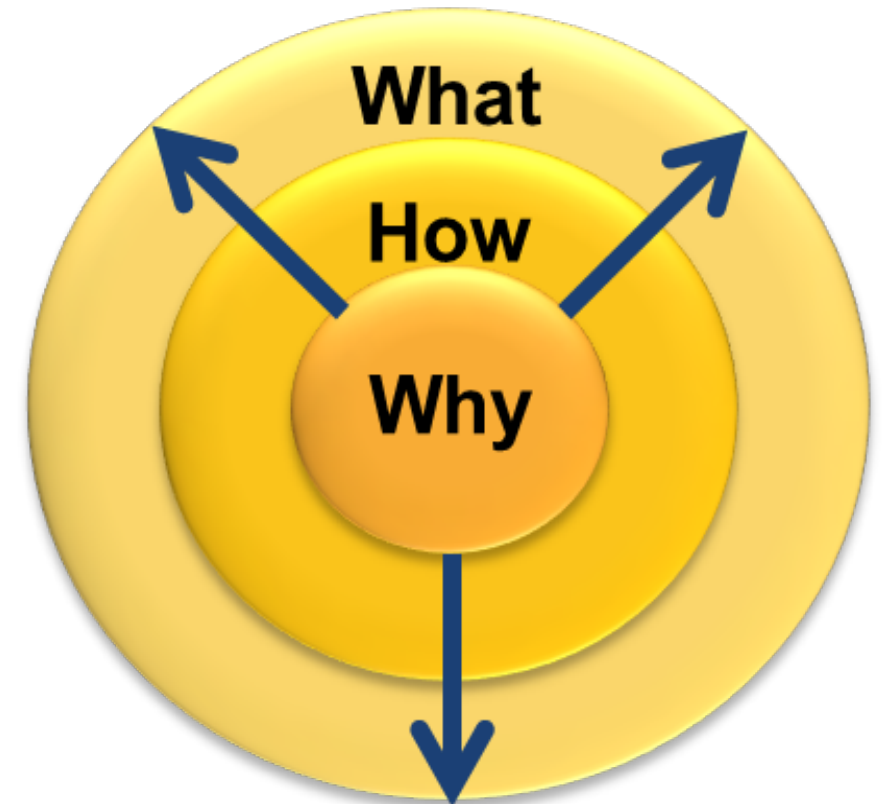
- Why would gender balance be important?

- **How**

- How to implement a change like this using the Vlerick 6 batteries model?

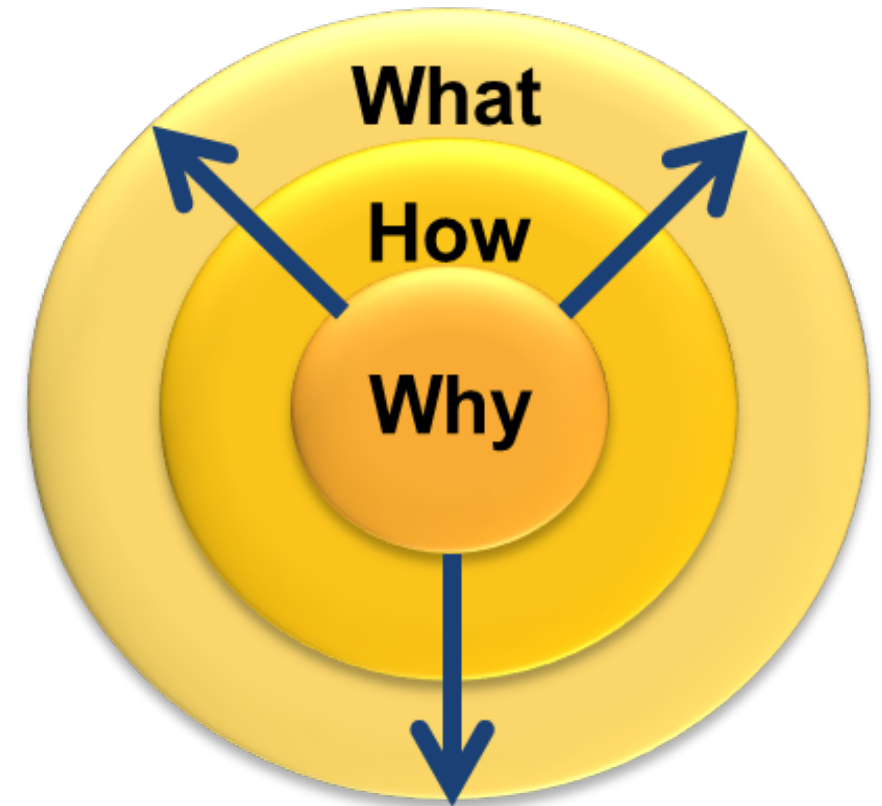
- **What**

- 10 commandments of leadership to make this happen



# Agenda

- Introduction
- **Why**
  - **Why would gender balance be important?**
- How
  - How to implement a change like this using the Vlerick 6 batteries model?
- What
  - 10 commandments of leadership to make this happen



60%

80%

**AND....**

**BECAUSE WE HAVE ARRIVED IN THE  
TWENTY-FIRST-CENTURY**

**INCLUSIVENESS**

**INTEGRATION**



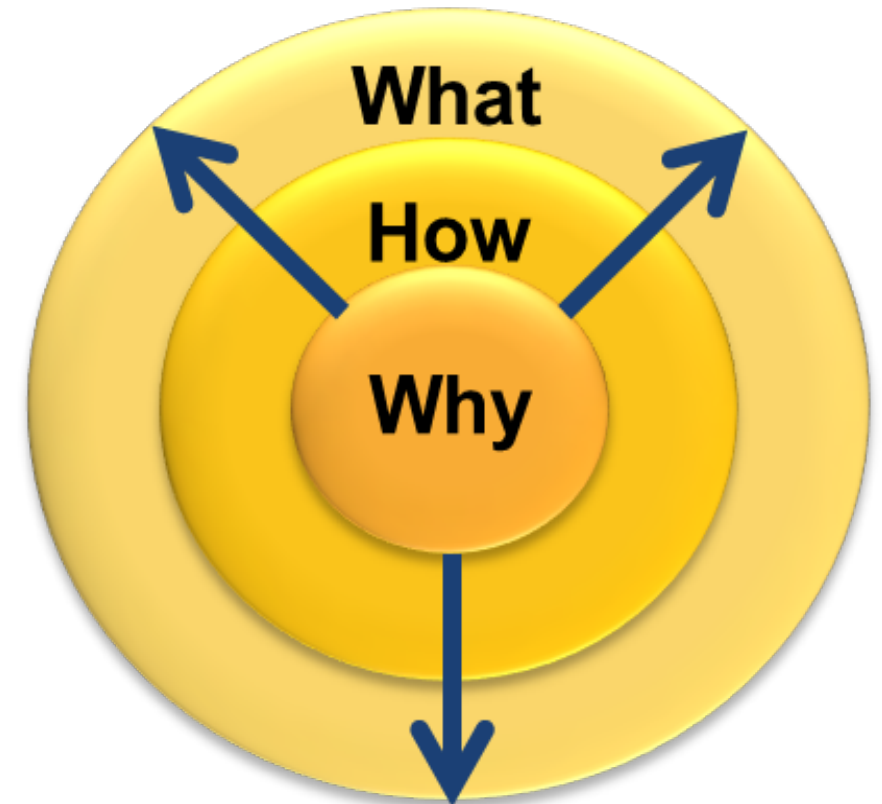
# Where you want to go....

(source: *Seven Steps To Leading a Gender Balanced Business* – Avivah Wittenberg-Cox - 2015)

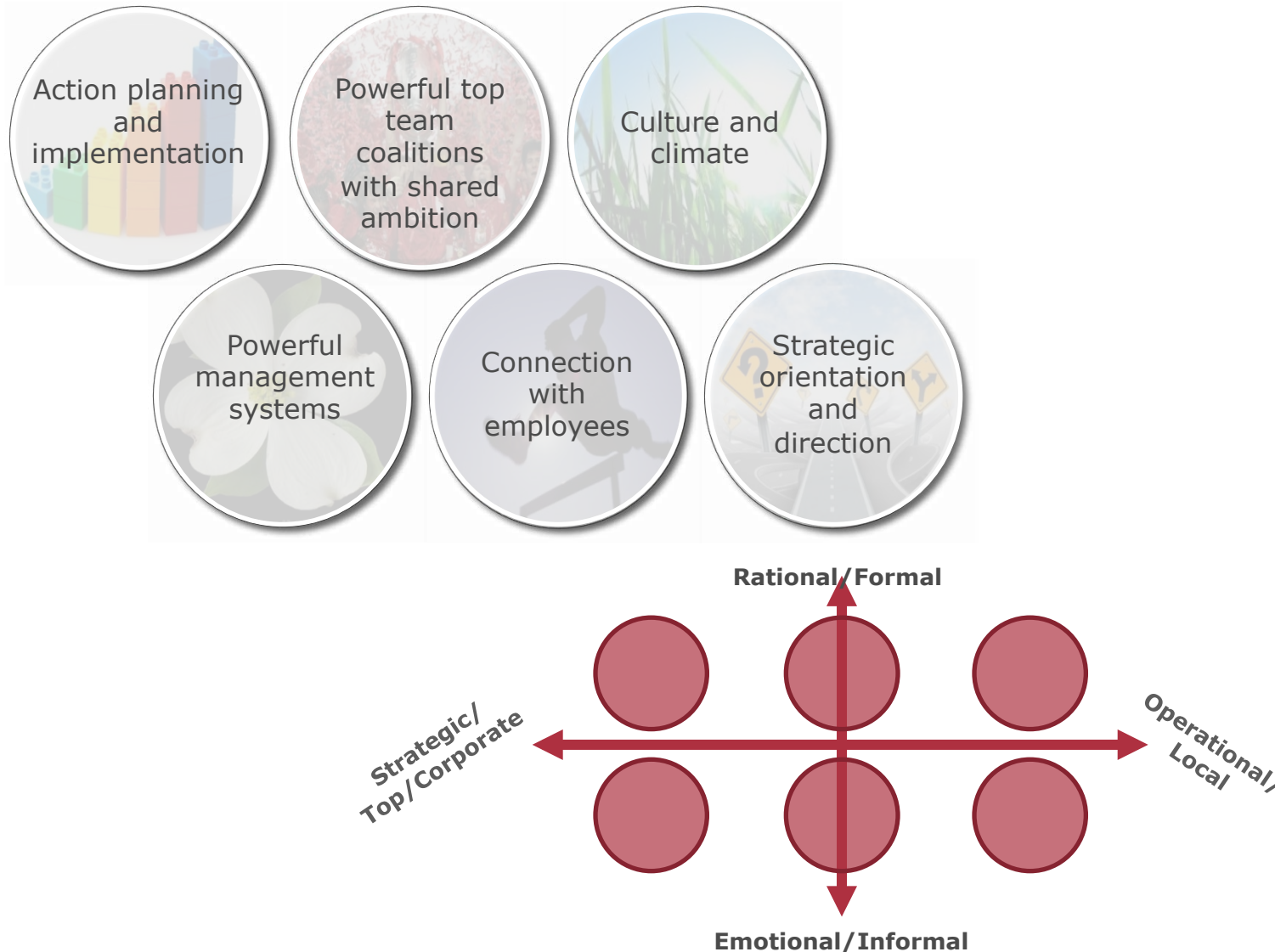
20 <sup>th</sup> century perspective	21 <sup>st</sup> century leadership
Gender initiatives are led by women, geared for women and branded to appeal to women. They might be called “women’s leadership seminar” or “Empowering women workshop”	Gender is a <b>business opportunity</b> , not a “women’s issue”
Focus is more on internal talent issues than on external customer ones	Focus is on equipping managers with skills to create <b>gender-balanced connections</b> to 100 percent of the talent pipeline and to equip leaders with skills to work <b>gender bilingually</b> with 100% of the talent pipeline
Leaders are called gender-equality “champions” or “sponsors” but are not accountable for imbalances in customer or talent profiles	Gender-balancing efforts are focused on the <b>majority of leaders and managers</b> , not on women in particular
Lack of balance is a problem and a risk (lawsuits, regulation, quotas and so on)	Lack of balance robs the company of <b>important opportunities</b>
The end goal is equality	The end goal is <b>competitive advantage</b>

# Agenda

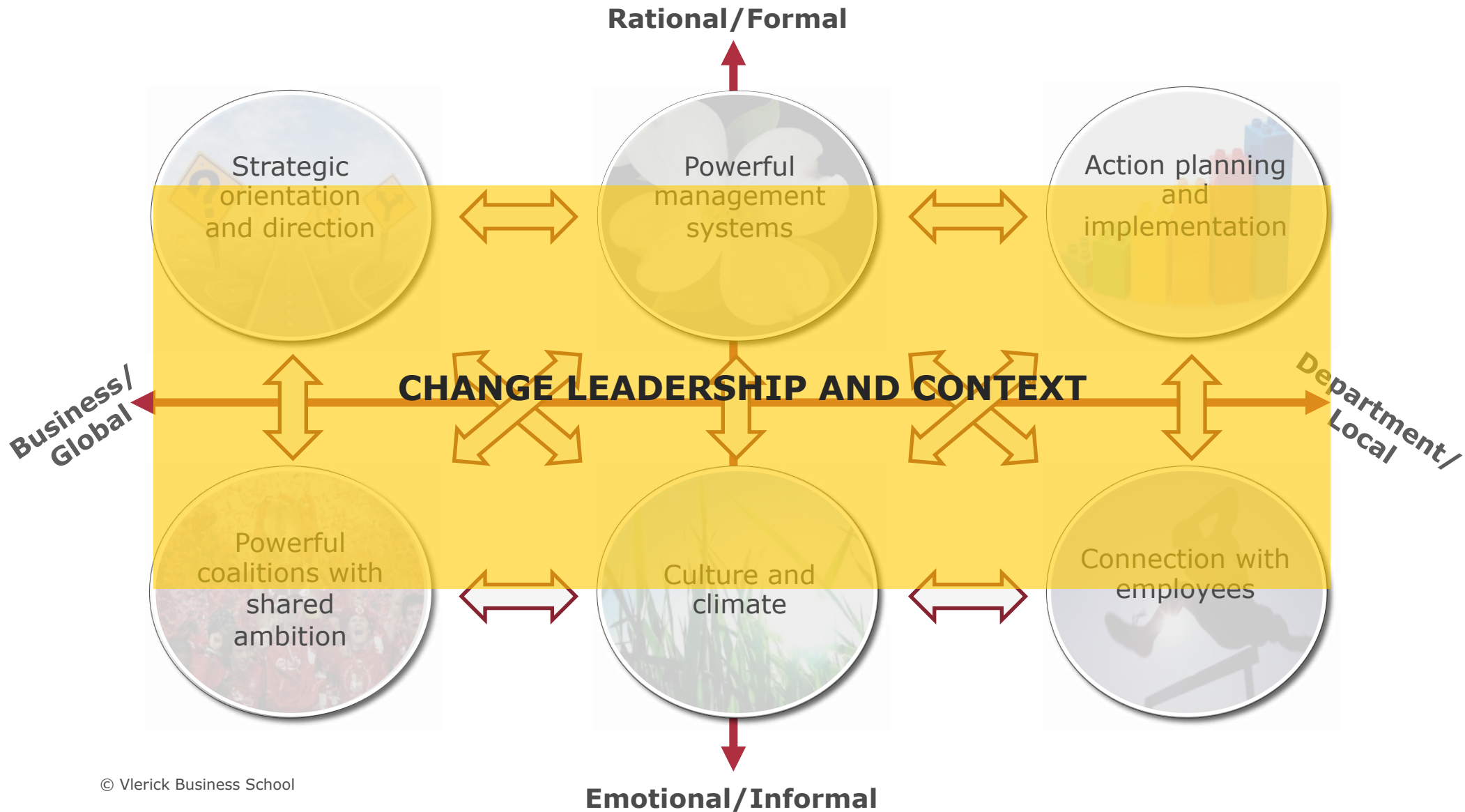
- Introduction
- Why
  - Why would gender balance be important?
- **How**
  - **How to implement a change like this using the Vlerick 6 batteries model?**
- What
  - 10 commandments of leadership to make this happen



# VLERICK 6 BATTERIES MODEL FOR SUCCESSFUL IMPLEMENTATION OF CHANGE



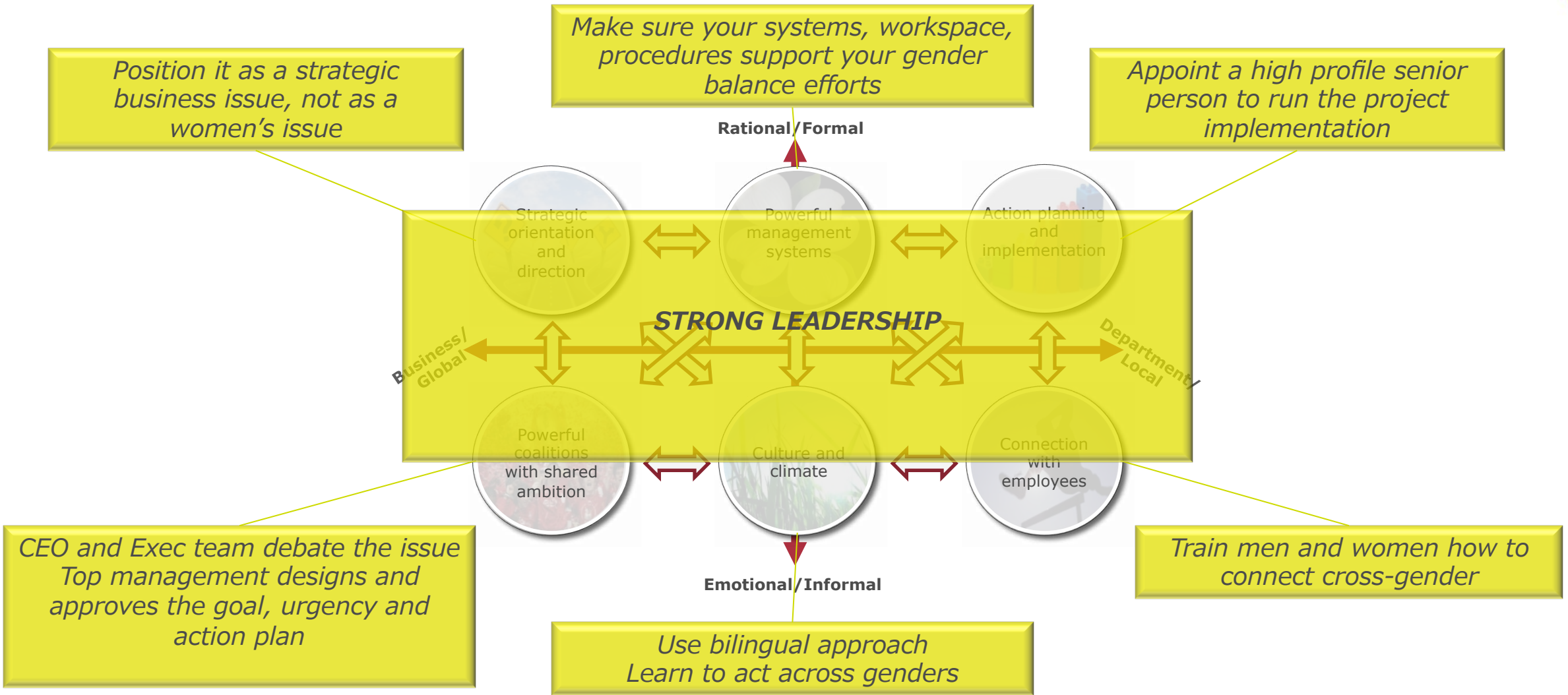
# VLERICK 6 BATTERIES MODEL FOR SUCCESSFUL IMPLEMENTATION OF CHANGE



Change implementation has become an  
**INTEGRATIVE, INCLUSIVE** process.  
Emotionality gets rationalized, rationality  
gets emotionalized. **CONTEXT** is the driver.

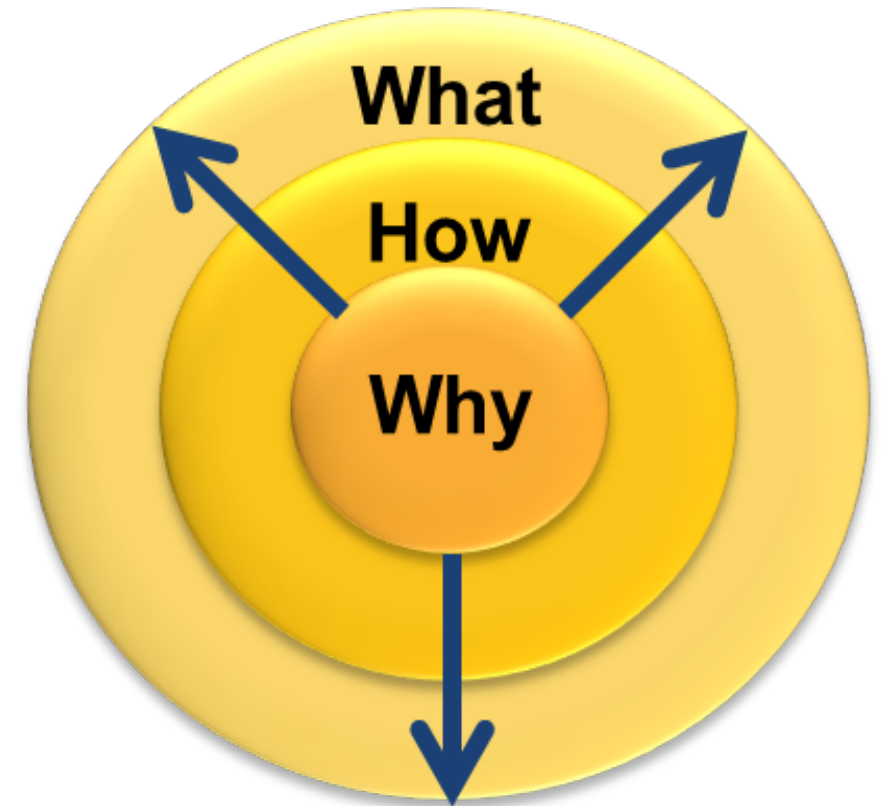
# Vlerick 6 batteries model for Successful implementation of change

(source: Seven Steps To Leading a Gender Balanced Business – Avivah Wittenberg-Cox - 2015)



# Agenda

- Introduction
- Why
  - Why would gender balance be important?
- How
  - How to implement a change like this using the Vlerick 6 batteries model?
- **What**
  - **10 commandments of leadership to make this happen**



---

THE TEN  
COMMANDMENTS  
OF LEADERSHIP

---



# Leadership behaviour



1

You shall communicate gender balance as a strong **AMBITION** and **STRATEGY** and make it **CLEAR** to everybody

## Leadership behaviour



2

Top Team: you shall  
act as a **BAND OF  
BROTHERS** with  
**ONE VOICE**, make  
clear **DECISIONS**  
and stick to it

## Leadership behaviour



3

You shall put effort  
in **CONNECTING**  
and explaining  
**THE WHY FOR**  
**THE PEOPLE** as  
well

*PEOPLE DON'T CHANGE WHEN THEY  
**SEE THE LIGHT.***

*PEOPLE CHANGE WHEN THEY  
**FEEL THE HEAT.***

CONTEXT

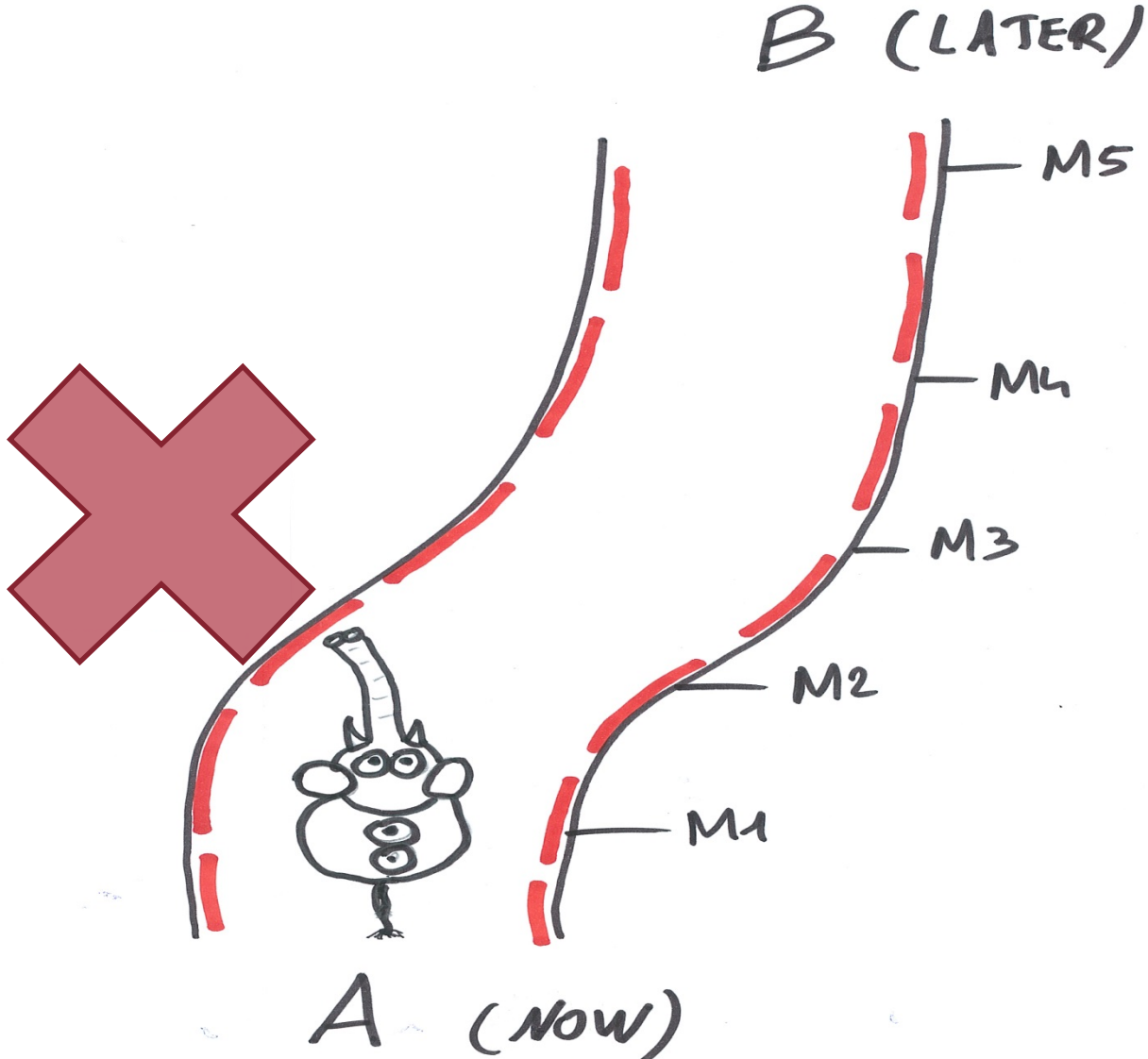
MATTERS

4

You shall  
create **THE**  
**CONTEXT** that  
helps to get to  
this change



# ELEPHANTS AND ICE CREAM

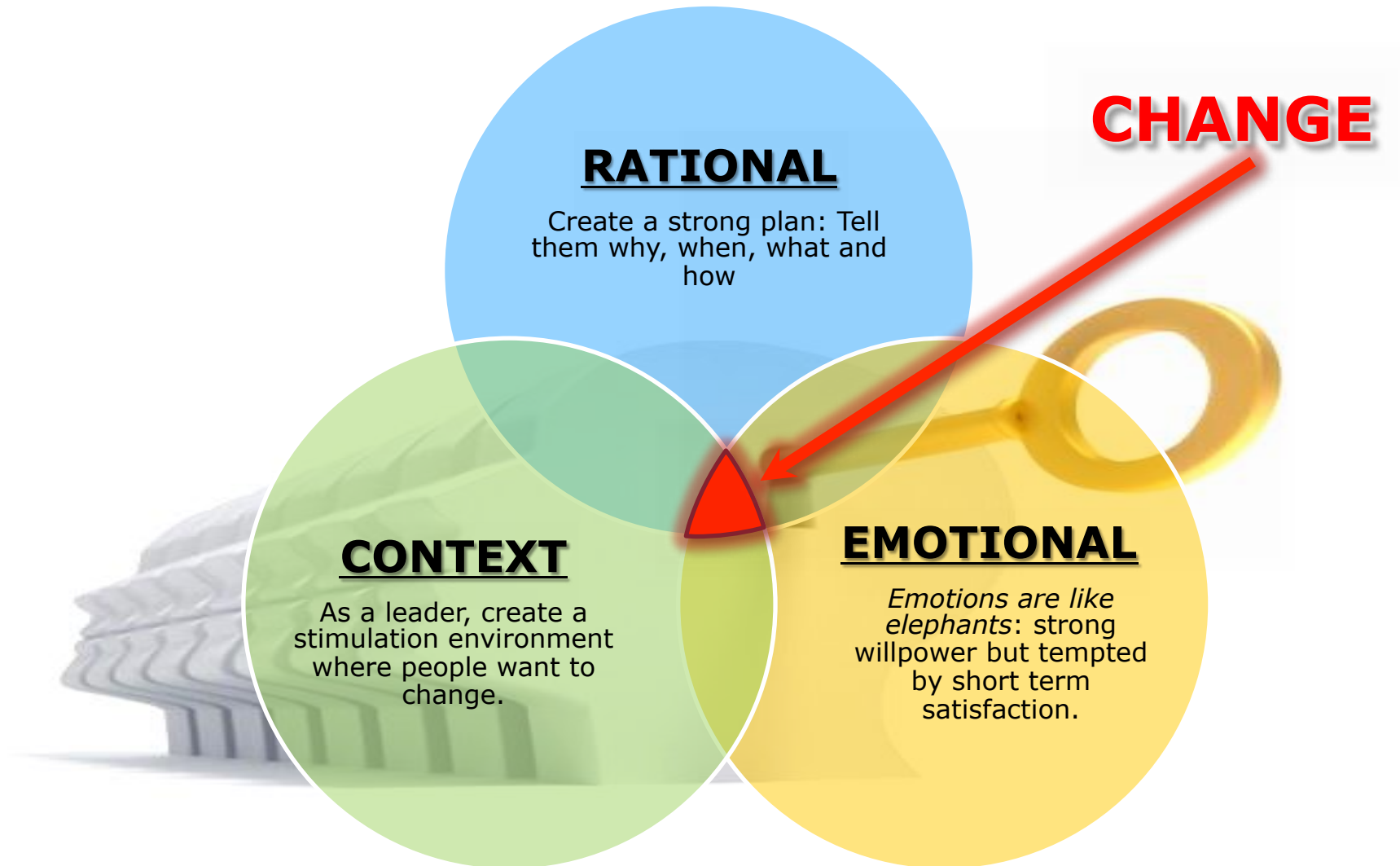


EMOTIONS LOOK FOR  
**SHORT TIME SATISFACTON**  
WHILE RATIO OFTEN PAINTS A  
**LONG TERM VISION**



# Where change happens...

For successful change you need to find a balance between:



## How behaviour changes....

**Trigger → Routine → Outcome 1**



**→ Outcome 2**

FIRST CREATE (part of) THE **CONTEXT**  
THEN BRING THE  
**MESSAGE**

# HEAD and Heart

**SEE → EXPERIENCE → CHANGE**

Is much more effective than

**ANALYSE → THINK → CHANGE**

## Leadership behaviour



5

You shall **EDUCATE**  
and **COACH** and  
**STIMULATE**, but  
**NOT TOLERATE**  
(NNR'S – Non Negotiable Rules)

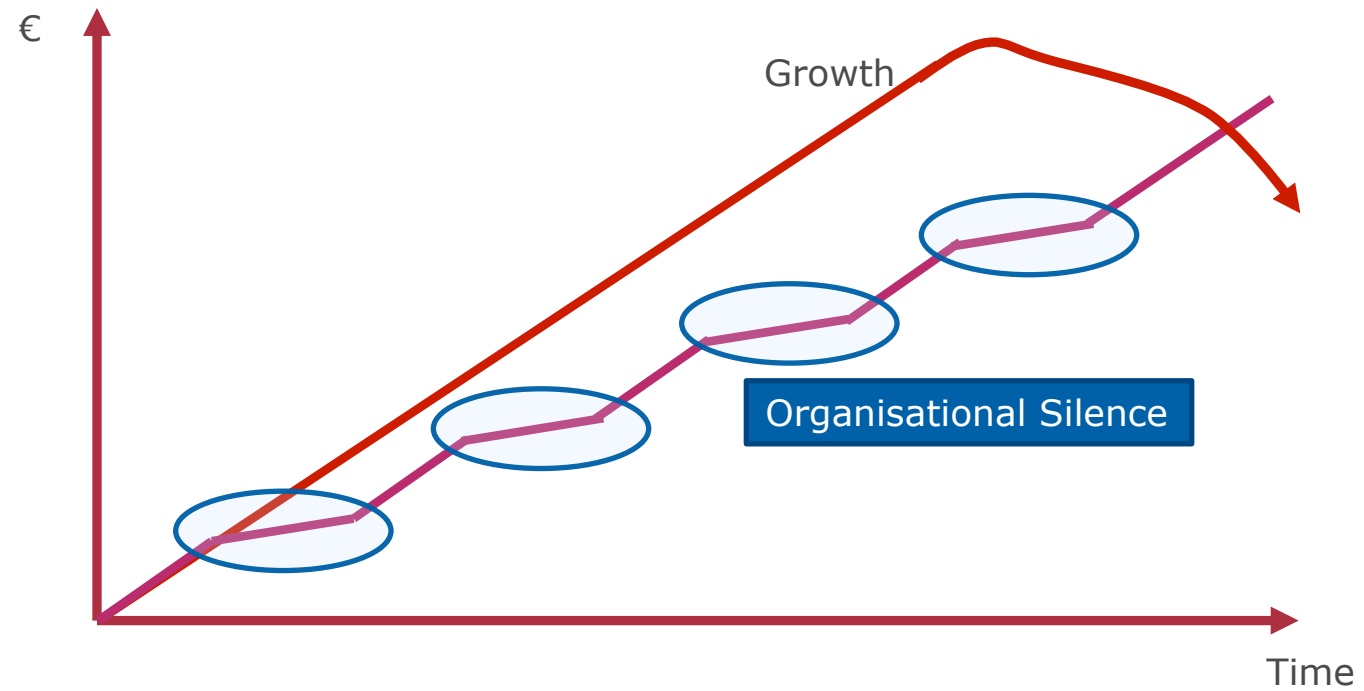
*PEOPLE AND ORGANISATIONS ARE RATHER  
**COMPETENT** THAN **INCOMPETENT**  
EVEN IN THE 'WRONG' THINGS!*



6

You shall  
**MANAGE**  
**STABILITY**  
next to  
change

# Stability – ‘Organisational silence’



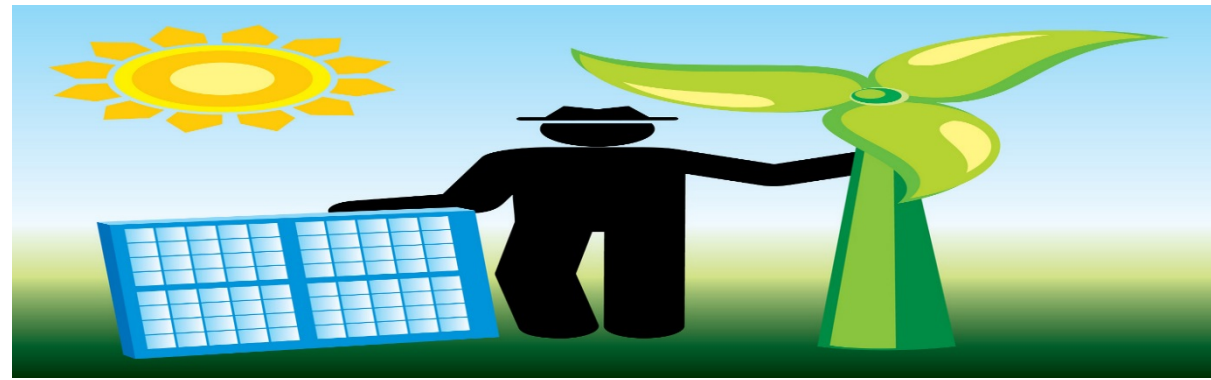


# Leadership behaviour



7

You shall  
show  
**COURAGE**



8

You shall work  
on **CHANGING  
YOURSELF** and  
be **A SOURCE  
OF ENERGY**



9

You shall **ACT**  
according to the  
**COMPANY**  
**VALUES** and  
actively  
**PROMOTE** them

## Leadership behaviour

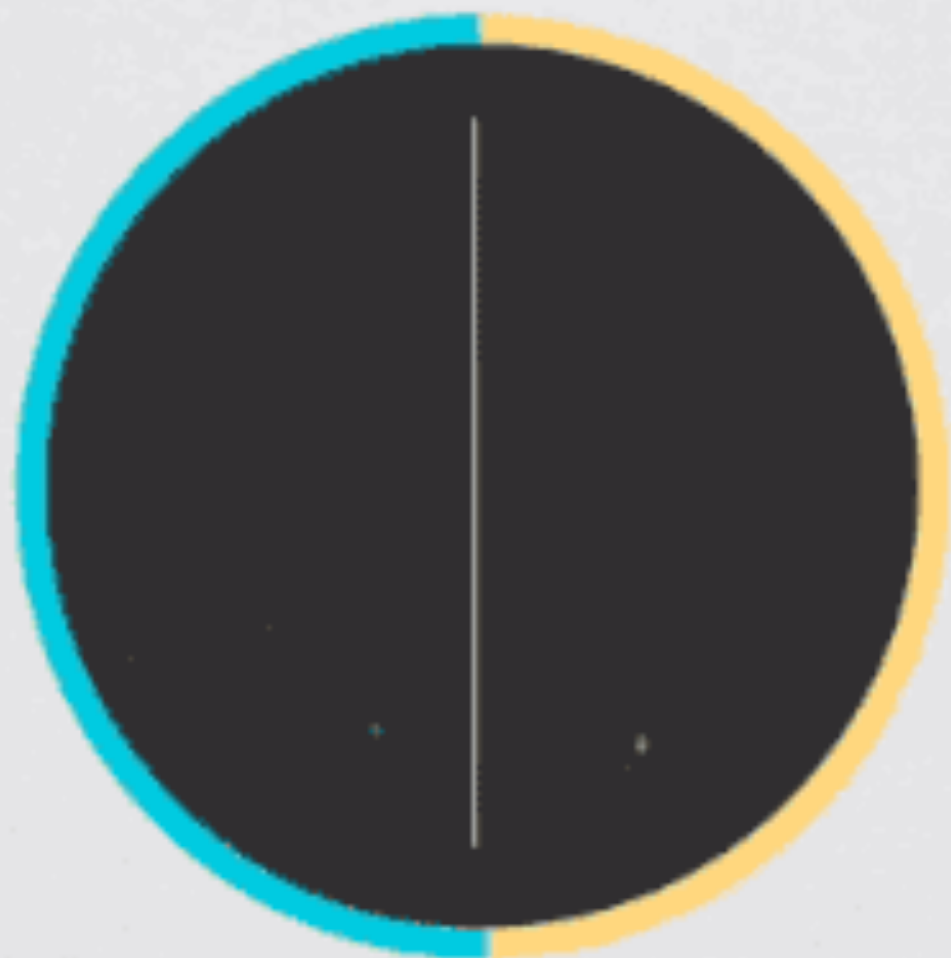


10

You shall **TRUST**  
people and allow  
them to be more  
**ENTREPRENEURIAL**

## **10 commandments**

- 1. You shall communicate gender balance as a strong ambition and strategy and make it clear to everybody**
- 2. You shall act as a Band of Brothers with One Voice, make clear decisions and stick to it**
- 3. You shall put effort in connecting and explaining the why for the people as well**
- 4. You shall create the context that helps to get to this change**
- 5. You shall coach and stimulate, but not tolerate (NNR's)**
- 6. You shall manage stability next to change**
- 7. You shall show courage**
- 8. You shall work on changing yourself and be a source of energy**
- 9. You shall act according to the company values and actively promote them**
- 10. You shall trust people and allow them to be more entrepreneurial**



**Gender equality is a vital  
part of humanity's progress.**

# Thank you!

**Peter De Prins**  
Professor of Management Practice  
Change Management, Leadership & Coaching  
**Vlerick Business School**  
peter.deprins@vlerick.com

Twitter: @pdeprins

Linkedin: [be.linkedin.com/in/peterdeprins](https://be.linkedin.com/in/peterdeprins)



# JUMP

*Promoting gender equality, advancing the economy*

*Thank you for your attention*

---

[WWW.JUMP.EU.COM](http://WWW.JUMP.EU.COM)