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# Developing Strategies for more Women in Leadership

## **ENTER Planning Session**

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# Input, output and outcome

- The gender issue at different levels
- A theoretical approach to strategy
- A more personal approach
  
- A mixture of it all
  
- Thinking, networking and knowledge sharing





Denmark



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# Group discussion

- At what level do you have strategies for more women in leadership in your country?
  - My own personal level
  - The organisational level
  - At state level
  
- How is leadership executed in your organisation?
  - In general terms





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**How is leadership executed in your organisation?**



# Why theory?

Theory helps making the world more simple

Theory helps decoding:

- peoples actions, strategies, communication etc.

”We must face our implicit ”theories of action” in order to test their accuracy and amend them to the conditions of the day”

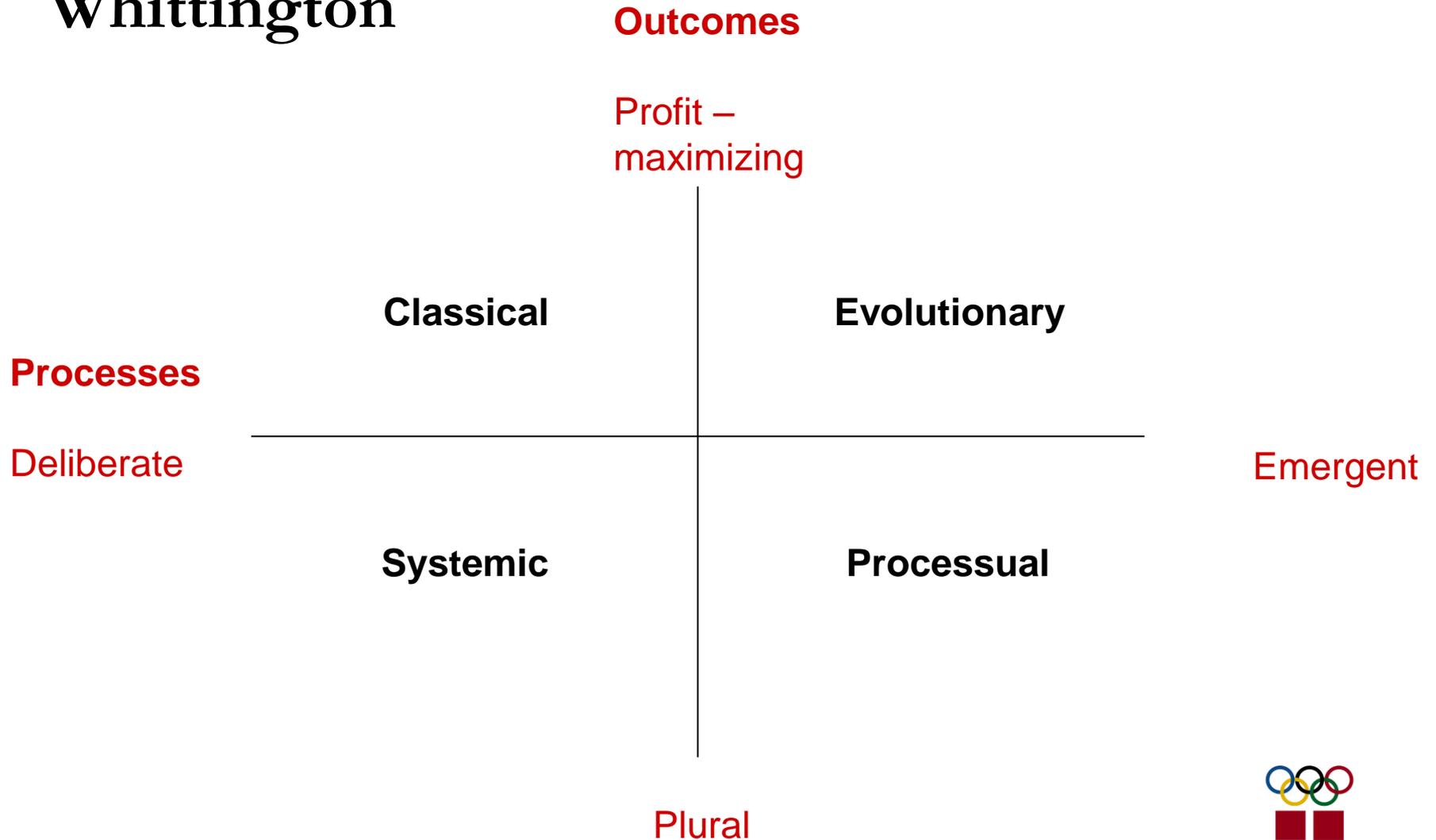
(Whittington p. 9)

”The theories of action” = the basic grounding for our behaviour

**The world of sports vs the business world!**



# Generic perspectives on strategy – by Richard Whittington



Note: Whittington, Richard. What is strategy-and does it matter?, Thomson 2001



# Outcomes

Profit –  
maximizing

*Analyse, plan and  
command*

*Keep your costs  
low and your  
options open*

Processes

Classical

Evolutionary

Deliberate

Systemic

Processual

Emergent

*Play by the  
local rules*

*Stay close to the  
ground and go  
with the floor*

Plural



# The Classical approach to strategy

- Profitability is the supreme goal of business
- Rational planning is the mean to achieve it
- Based on military ideas about strategic planning and the assumption of "the economic man"
- Strategies are "orders to carry out" from managers who work with strategies as a top-down process
  
- How can we use this perspective to develop strategies for more women in leadership?



# Evolutionary perspectives on strategy

- Markets secure profit maximization
- Law of the jungle
- Whatever methods managers adopt, it will only be the best performers that survive
- No grand long term strategy possible/advisable
  
- How can we use this perspective to develop strategies for more women in leadership?



# Processual approaches to strategy

- No economic man – but:
  - – ”bounded rationality”
  - Take the first satisfactory option, rather than insisting on the best
- Strategy is a product of political compromise
- Strategy is discovered in action – ”muddling through”
  
- How can we use this perspective to develop strategies for more women in leadership?



# Systemic perspectives on strategy

- The rationales underlying strategy are peculiar to particular sociological contexts
- Peoples economic behaviour is embedded in a network of social relations that may involve their families, the state, the professional and educational background, even their religion and ethnicity.
- How can we use this perspective to develop strategies for more women in leadership?



# Group work

- 4 groups each presenting a perspective
- Prepare a strategy for more women in leadership to your organisation using the different perspectives.
- Present the strategy on a sheet



**Time to think:  
Can you use these perspectives and how?**



# Presents

- Expressed possibilities
- Secret codes
- Timing
- Short term- long term goals



# Born leaders and learned leaders

- Are there any born leaders in your organisation?
- Are you yourself a born leader?
- Do you know people who have educated themselves to become leaders?
- Have you considered joining a leadership program?  
(a part from ENTER)





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