

NEW AS A LEADER

Simone Janson (ed.)

Being accepted & respected as
the new boss. Women as Leaders
& Mixed Leadership. Be a leader,
preserve humanity. Find your
own leadership techniques &
styles



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Published by Best of HR - Berufebilder.de®

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Imprint

The German National Library lists this publication in the Deutsche Nationalbibliografie; Detailed bibliographic data are available on the Internet at <https://dnb.dnb.de>.

ISBN of the German eBook edition: 9783965960602

ISBN of the English eBook edition: 9783965960619

German website of the publisher: <https://berufebilder.de>

English website of the publisher: <https://best-of-hr.com>

New as leader

4th completely revised and extended edition, 10.01.2024

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Published by Simone Janson

Duesseldorf, Germany

Conception, editing, graphic design & layout: Simone Janson

Cover design with Canva

eMail: publisher@best-of-hr.com

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Introduction: Information, Experiences of Success, Inspiration - you'll find all that in this Book

Dear readers,

glad we could convince you of the 4th, significantly extended edition, like thousands of readers before. Because this book makes your success tangible: In the following pages, you will not only encounter expert knowledge, but also a wealth of practical tools and resources that can help you achieve your goals and realize your full potential.

Achieve Goals Interactively: Awards, Press Reviews, Customer Feedback

For its interactive concept, the publisher was not only awarded the Global Business Award as Publisher of the Year by Corporate Vision Magazine and supported by the Minister of State for Culture and Media of the Federal Republic of Germany, but also repeatedly recognized in renowned media such as **ZEIT**, **Süddeutsche**, **personalmagazin**, or the special magazine **Personalführung**. For example, the **FAZ**, one of the most influential Newspapers in Germany, attests to us "good actionable tips" and customers like the **Press and Information Office of the German Federal Government** are enthusiastic. You can find many more reviews as well as information on free review copies at <https://best-of-hr.com/press/>.

Renowned experts from various fields - overview in the table of contents - have compiled their expertise and experiences to provide you with valuable insights and advice, practical and condensed. As a reader, you will also receive working materials as part of your book purchase, which you can download for free at <https://best-of-hr.com/academy/>. In addition, workbooks are available to help you reflect on the inspirations from this book.

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specifically tailored to your needs, we want to ensure that you make the most of this reading experience.

Your Benefit in concrete Terms: Content, Organization and Structure of the Book

Briefly and concretely this is your benefit from this book: You support certified climate protection projects, quickly receive compact information and checklists from experts as well as access to AI extensions and the possibility to individually live your inspirations as an experience. Because the demand for executives is growing steadily. The reason for this is the changed understanding of the position as boss or boss, while at the same time obsolete role patterns exist in the minds, with which especially women have to fight. Those who have just been promoted to leadership, perhaps even in their first leadership position, sometimes struggle to find their way into their new role as boss. This book will help you with all questions regarding respect, leadership and decisions.

You will receive valuable resources through this [unique publishing concept](#) that will enhance your knowledge, stimulate your creativity, and make your personal and professional goals achievable. This allows you to discover new ways, expand your thinking, and improve your skills to experience success. You will receive concrete advice, proven methods, and strategies to overcome challenges and overcome obstacles. By providing specific action steps and practical guidance, you will learn how to define your goals and develop plans to progress step by step. The clear structure and our special, highly detailed table of contents support you in quickly finding the desired information and implementing it directly into practice.

This is not only contributed by the expert articles of renowned experts but also by numerous inspirations from successful managers, entrepreneurs, and other exciting personalities. Their stories and experiences serve as vivid examples of how challenges can be overcome and goals can be achieved. Through their inspiring narratives, you gain insights into proven strategies and practices that you can apply to your own situations. Different, and potentially contradictory, aspects of the topic are deliberately addressed. This allows you to examine, reflect on, and weigh the various pros and cons optimally. This ultimately enables you to gain different perspectives and improve your knowledge to develop a deeper understanding of complex topics and find innovative solutions.

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Under the motto *Information as desired*, we also provide you with exactly the information you have been looking for. The book also includes an e-course with a worksheet for you to work through, which you can receive for free as a reader in our Academy at <https://best-of-hr.com/academy/>. You can find out how to access it in the book's conclusion.

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Women's quota for role models: Why do we often think of men as managers?

// By Prof. Dr. Niels van Quaquebeke

One reason why there are still so few women in top management in Germany is that it is difficult for many people to categorize women as managers and react accordingly. But what can we do about it?

The image of executives is male

According to the implicit leadership theories, individuals develop mental abstractions of what constitutes leadership (also called leadership prototype) over the course of their lives.

These executive prototypes are unconsciously used as schematic categorization patterns on the basis of which information is perceived, evaluated and categorized.

The empirically confirmed assumption that the degree of fit between the target person and the executive prototype in succession not only determines whether the respective target person is seen as a leader;

The shot determines how we record something - not the other way around!

The degree of fit also determines how openly the perceptive subject is exposed to any attempt at influence by the target person, how trustworthy the relationship between them can be or generally how well the target person is assessed in their leadership role.

Thus, according to this approach of executive categorization, it is not so much the objective qualities as the leader but cognitive processes of perception that determine how individuals respond to a (potential) leadership.

In practice: management prototypes are male!

Several papers consistently and repeatedly show that leadership prototypes are more masculine. For example, in a study by Offermann et al., Subjects find aspects of masculinity explicit as leadership prototypes.

In addition, Johnson and colleagues demonstrated that a total of eight leadership prototypic factors identified by Offermann and colleagues were clearly attributed to men, while only one dimension was more strongly associated with women.

Socially and historically characterized

The remaining four dimensions were used equally to describe male and female leaders. These results line up [in various other findings](#) in which the leadership role is defined by males rather male.

Since leadership positions have traditionally been clad in men for several centuries, and thus the connection between man and leadership has become firmly anchored in both personal and social leadership prototypes, the results described above are hardly surprising.

Think manager, think male

While modern developments in gender mainstreaming and gender equality policy may have had an impact on this, it is likely to be more long-term as gender role models have generally proved to be very resilient to change.

[think-manager-think-male Phenomenon](#), which Virginia E. Schein 1996 has made known, is still found in recent studies.

Should career women behave masculine?

Accordingly, it may be advisable to advise women with ambitions for leadership positions to behave as masculine as possible, and thus more likely to fulfill the gender role that can be well associated with leadership.

In doing so, however, it is overlooked that a breach of the expectations placed on women because of their gender is also a negative assessment.

Male behavior does not lead to the goal!

A "forced" behavioral change for women is therefore not only normatively and ethically questionable, but in the context of the empirical situation also practically not practicable. The desired result - equality - is not achieved that way!

Instead, other forms are needed to overcome this type of gender discrimination.