

# Change Catalysts

## Research Report



### Do Men and Women Lead Change Differently? (and Why It Matters for Your Organization and Career)

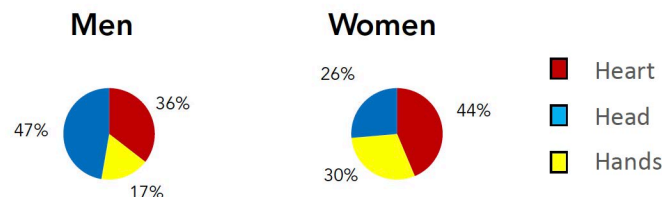
Do men and women lead change differently?

The short answer is "yes."

Regardless of gender, each change agent has a basic tendency to lead with his or her Heart, Head, Hands, or some combination of the three. Leaders who lead mainly from the Heart connect with people emotionally (I want it!). Those who lead from the Head connect with people cognitively (I get it!). And those who lead from the Hands connect with people behaviorally (I can do it!). The powerful combination of all three is what Change Intelligence®, or CQ®, is all about.

Depending on a change leader's natural inclination toward one of these, he or she will have their own set of talents and areas to improve:

Research clearly indicates that men tend to lead change more with the Head, women primarily with the Heart, and that for women, "Hands" is a strong secondary style:



Said another way, almost half of men surveyed lead change by focusing on vision, mission, and strategy (Head strengths). Almost half of women, conversely, place a premium on engaging, communicating, and collaborating (Heart strengths), and almost a third of women emphasize planning, tactics, and execution (Hands strengths). Most men have their radars tuned to purpose, and women on people and process.

	<i>Leads Change from the Heart</i>	<i>Leads Change from the Head</i>	<i>Leads Change from the Hands</i>
<i>Style</i>	Engaging, caring, people-oriented	Strategic, futuristic, purpose-oriented	Efficient, tactical, process-oriented
<i>Strength</i>	Motivating and supportive coach	Inspirational and big picture visionary	Planful and systematic executor
<i>Developmental Opportunities</i>	May neglect to revisit overall change goals and not devote attention to the specific tactics of the change process	May leave others behind wanting to move sooner than people are ready and lack detailed planning and follow-through	May lose sight of the big picture and devalue team dynamics and individual's emotions



## Why This?

These findings are consistent with other research that shows women on the whole tend to display more emotionally intelligent as well as transformational leadership behaviors. Men focus on results, and women on relationships that facilitate results.

When we correlate these gender findings with behaviors exhibited by change leaders at different hierarchical levels in organizations, we see that women's tendencies look a lot more like supervisors'/managers', and men's much more like executives'.

Note that it is not inherently better or worse to focus on Heart or Head or Hands - the most effective change incorporates all three. The point is not for change leaders - men or women - to change their natural style - which may be difficult if not impossible: just like it's difficult if not impossible to force other people to change, at least not over the long term and without adverse consequences. The point, instead, is awareness of our styles, and the ability to adapt our behavior to incorporate other approaches to be optimally impactful across a variety of people and situations.

Also, the point is that when leading change, men tend to display behaviors traditionally associated with strategic executives, concentrating on future vision and new business horizons. Conversely, women tend to center on supporting their teams to work together and to detail a road map to achieve a change objective, functioning more like supportive coaches. Implications? Many -- both for men's and women's careers as leaders, as well as for organizations intent on leveraging the best leadership talent as well as on managing successful and sustainable change.



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## For Organizations

- What leadership behaviors do you value and promote during change processes? Are you including diverse perspectives --a focus on purpose and people and process? Managing change that sticks mandates a balance on all three.
- Are you including women in executive-level deliberations and decisions? Are they being mentored to develop their strategic business skills?

## For Women

- Are you actively seeking opportunities to learn about other parts of the business, or are you "head down" in the trenches assisting your team and accomplishing your immediate objectives? At times, women need to get their heads up and out of their short-term and day-to-day responsibilities to develop Head skills!
- Is your voice being heard at work, beyond your immediate team? How can you expand your influence outside your work group and upward in your organization?

## For Men

- Are you remembering to bring people along as you pursue your lofty goals (Heart skills)?
- Have you laid out a realistic plan and given people the training and the tools they need to partner with you on the journey (Hands skills)?

We need to remember that a significant percentage (over a third) of men do "start with the Heart" and a substantial number (over a quarter) of women do lead with the Head when facilitating change. A common complaint from both these groups is that they can be misunderstood, because at times their behaviors seem contrary to others' expectations: men talking about exploring emotions and women about driving results. Change intelligent teams and organizations embrace all perspectives so people at all levels are empowered, engaged, and equipped to partner together to lead mission-critical transformation.

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## Biographical Sketch of the Author, Barbara A. Trautlein, Ph.D.

Dr. Trautlein is author of the best-selling book *Change Intelligence*, creator of the CQ System for Developing Change Intelligence, and principal and founder of Change Catalysts, LLC, a change management and leadership development consultancy.

Her mission and passion is to empower people, teams, and organizations achieve transformational goals. During her 25+ year career she has coached leaders at all levels, designed and delivered a wide variety of innovative learning programs, certified change agents, facilitated change teams, and consulted on mission-critical organizational initiatives - achieving bottom-line business and powerful leadership results for clients. She is gifted at sharing strategies and tactics that are accessible, actionable, and immediately applicable.

Dr. Trautlein is a recognized expert who conducts global research on leadership and change management best practices.



She is a published author, engaging presenter, and invited speaker at conferences around the globe. She holds a Ph.D. in Organizational Psychology from the University of Michigan.

### Sample services offered by Dr. Trautlein and Change Catalysts include:

- Build CQ to Lead Powerful Change in Your Organization, Team, and Career
- Communicate and Coach for Positive Power and Influence with Impact
- Ignite Your Team: Get in Relationship and Get Results

To contact Dr. Trautlein and to obtain additional resources and more information, visit her at [www.ChangeCatalysts.com](http://www.ChangeCatalysts.com).

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# CHANGE CATALYSTS

# What's Your CQ® (Change Quotient®)?

Enhance your career by investing in your professional development as a Change Leader! Build Change Leader capability at all levels in your organization!

**Here's how – contact Change Catalysts for real-world resources to develop Change Leaders:**

- ✓ Read the Book: "Change Intelligence: Use the Power of CQ to Lead Change that Sticks"
- ✓ Take the Self-Study Course: "The CQ Toolkit"
- ✓ Learn with Fellow Change Leaders: "The Change Leader Bootcamp"
- ✓ Invest in Customized Coaching: "The Change Leader Mentorship"
- ✓ Get Certified in Change Intelligence: "The CQ Certification Process"

## About Change Catalysts, LLC

People who Lead. Change that Sticks. Results that Matter. We design and deliver customized solutions that catalyze change to produce transformational personal, organizational, and bottom-line business results.

- ✓ Does your organization deftly respond to the change constantly occurring in your industry, competitive environment, and workforce?
- ✓ Do you have the leadership capacity at all levels in your organization to partner together to inspire powerful, positive change?
- ✓ Do you have the kind of work environment (culture, people practices, interpersonal behaviors) that engages people to perform at their best?

**Leaders who get CQ get results.**

**Consultants and Coaches who get CQ get results for their clients, teams, and organizations.**

Optimize the return on investment in yourself and your people. Contact us today.

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