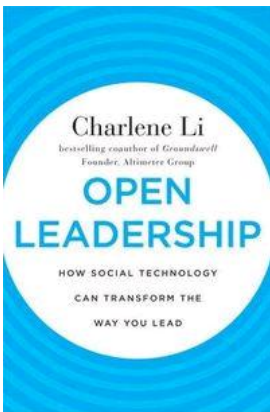


“Open Leadership” by Charlene Li

How Social Technology Can Transform the Way You Lead

A Recension by Nikolaus Raben



Jossey-Bass An Imprint of Wiley, San Francisco/ U.S.A., 2010, ISBN 978-0-470-59726-2, 336 Pages

“You may not know who Dave Carroll is, but United Airlines wishes it had never heard of him.” With this occurrence the author begins her insights into “the most important currency of the 21st century - trust”, as one of the reviewers writes. “However, trust requires openness”!

Indeed, openness still appears to be valid as a property which is produced merely towards chosen ones - a luxury of meanwhile past times? For personnel and customers, just as for other interest groups all around the enterprise, the contact with emergent communication technologies becomes more and more common. These partners will urge to be more open. An attempt to hamper this development and to hope it will pass by will be without success, according to Li. In fact this trend towards openness is irreversible and it will make actors and organisations be opener in future, then being used to up to now.

Charlene Li outlines in her work the basic conditions and needs to future communicative interaction before the background of “Social Media”. Differently the known and from many already used Internet platforms have changed the behaviour of the private user, social technologies will change enterprises in their existence. Since information, also from and about enterprises, can today be spread on the Internet in a matter of seconds - staff, customers and other partners will increasingly feel assigned to contribute their perceptions.

Besides, the author is far from preaching the enterprises limitless openness. Rather it is a matter for her of consciously forming this “new openness” and of subjecting it to elementary regulations. These “new open relations” require more, not less determination; only control is not everything. And she claims a change of culture and management! Only the consequential usage of the new challenge guarantees its adequate application. Finally, are transparency, authenticity and the feeling, to be sincere by-products of the decision to open up.

This book is noteworthy not only on account of his actuality. Li indicates gradually how the indomitability of social media can be implemented into the relations within and outside of organisations and be harnessed. She describes an inevitable development, a reality which many would like to exclude from their enterprise everyday life. Numerous practise reports illustrate impressively what cannot to be excluded; action plans, check lists and valuation criteria support a self-assessment.