



**Enabling Social  
Innovation**

# Perceptions of management staff in social services on innovation and entrepreneurship

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#Innovation4Inclusion



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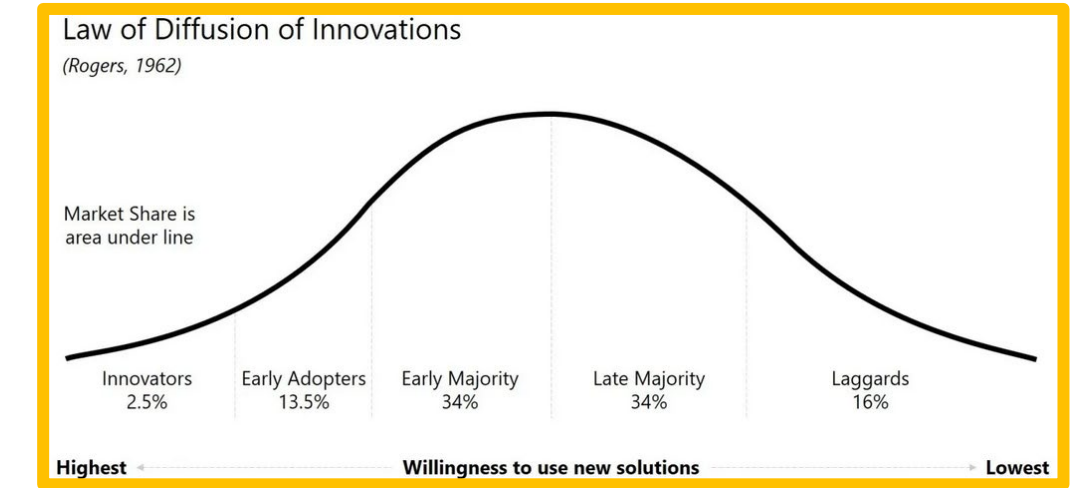
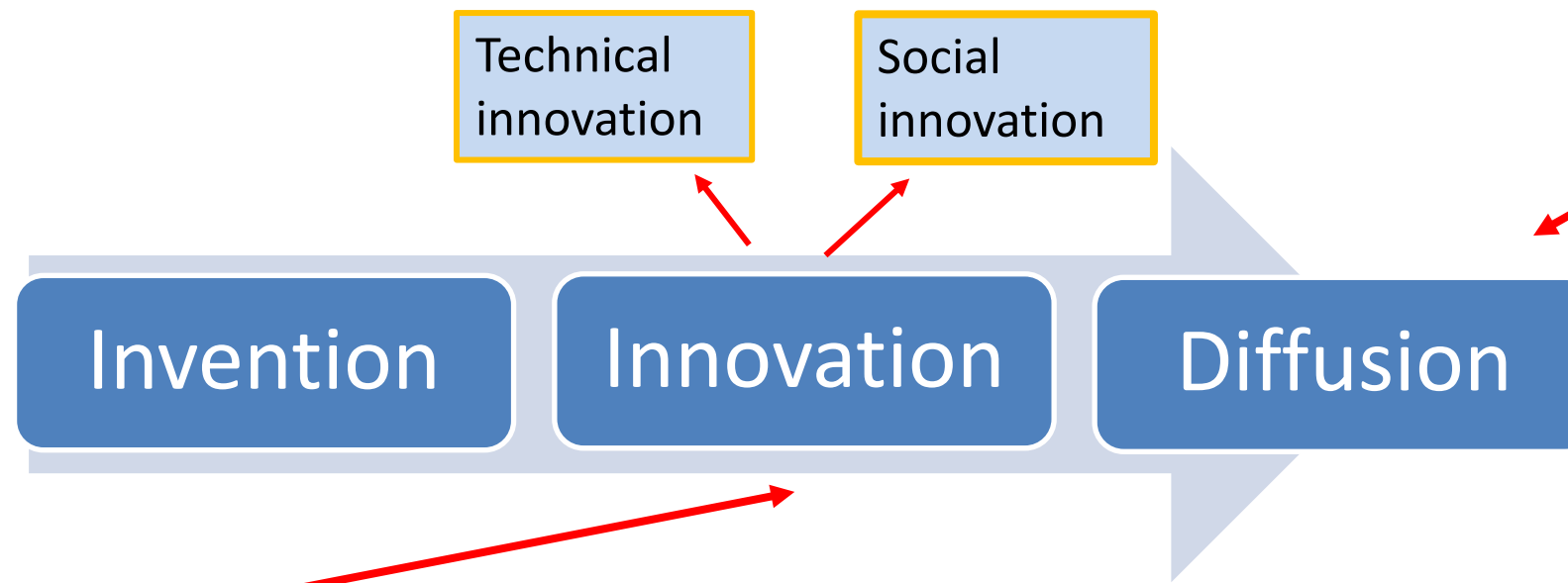


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What are the challenges with **innovations in service organisations** for persons with disabilities and **how** can **research processes and results contribute** to overcome them?

- ?
- ... by contributing to better understanding of challenges
- ... by supporting organisational learning with new knowledge
- ...by being aware of differences in roles between researchers and practitioners

# Some remarks on concept and terms of innovation theory...



- ... „is the process through which an individual (or other decision making units) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision“ (Everett Rogers)

- Technical and social innovations have commonalities and differences ...



### District Siegen-Wittgenstein / D

Area 1.123,89 km<sup>2</sup>

Population: 280.000 EW

Rural-industrialized Region



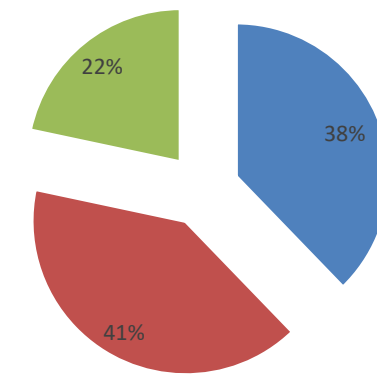
## Perceptions of management staff in social services on innovation and entrepreneurship - Selected results of an empirical study in a (rather typical) German district

- **Online survey (n = 182)**
- Management staff related questions
- Need for innovation
- Main problem areas
- Readiness for innovation
- Experiences with innovations
- Recommendations for „innovators“

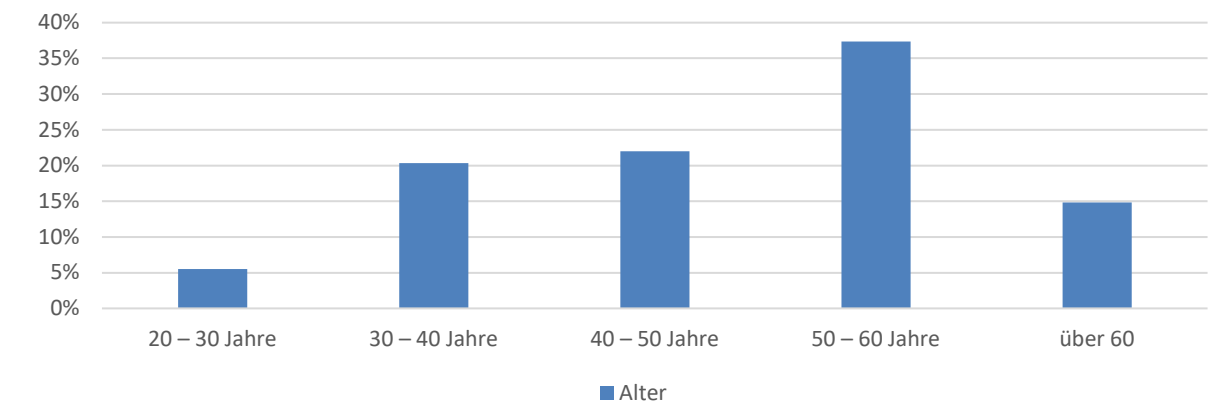
# Selected results (1): Who are the managers of social services (n = 180)?

- More women than men on all management levels
- More than half older than 50
- The higher the level the more men
- Professional background mainly social work
- Sector is open for social mobility

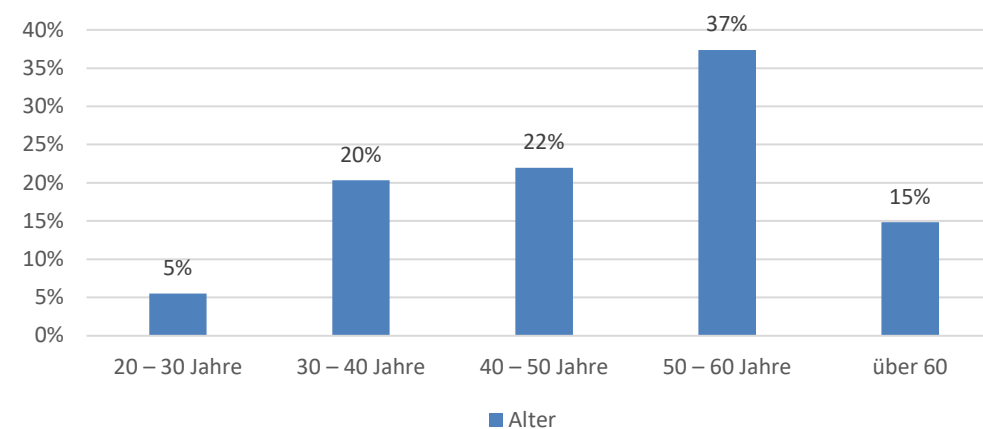
Management level N=180



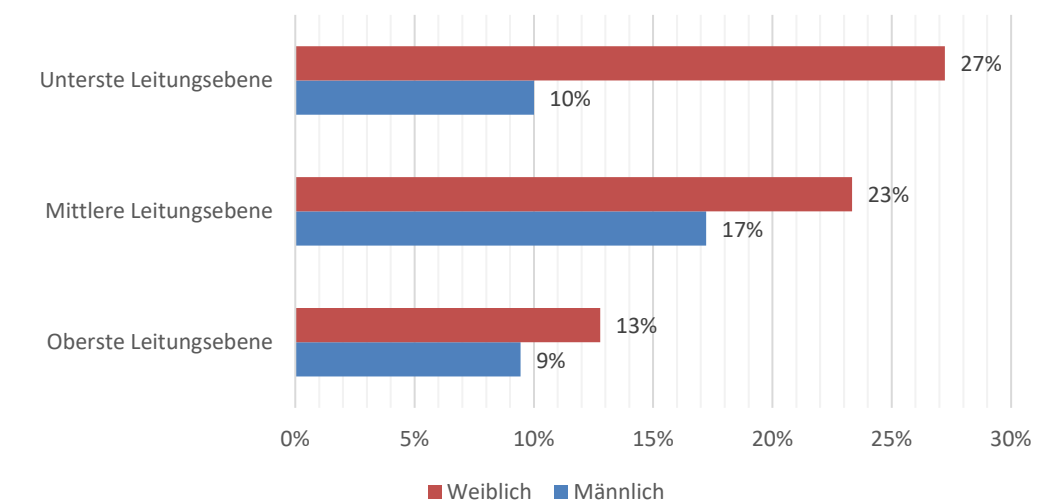
Age



Alterstruktur der Führungskräften=182

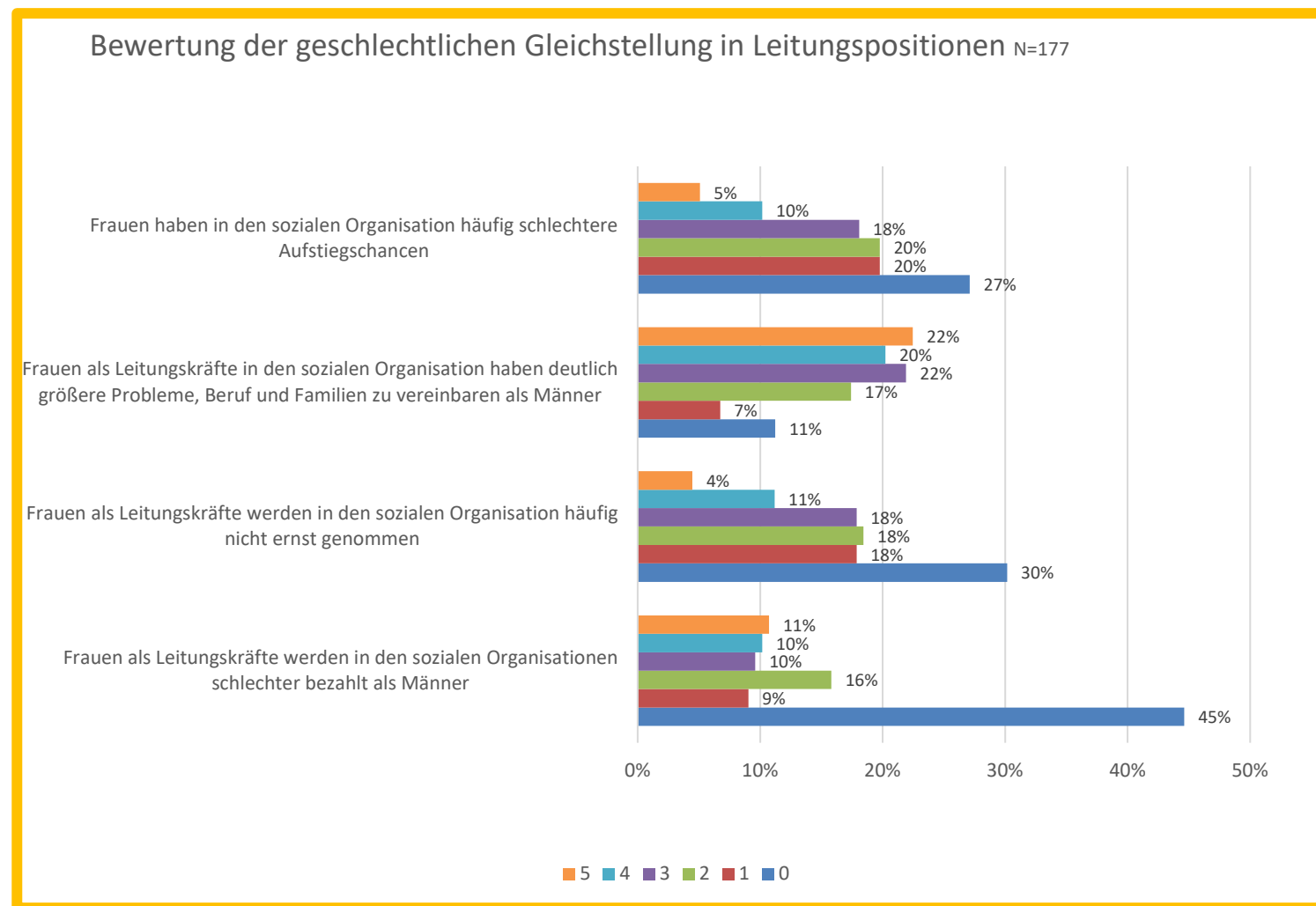


Management level and

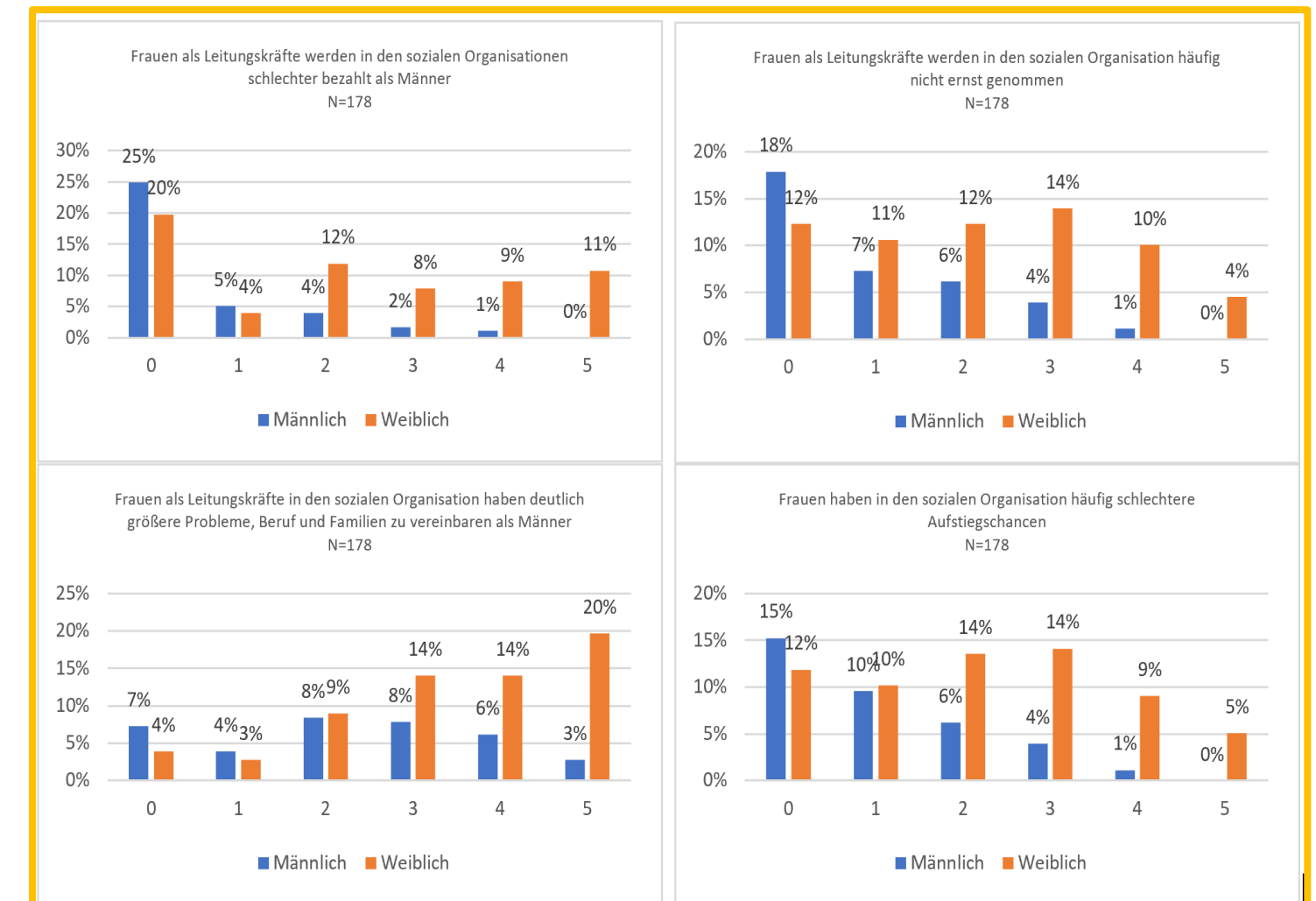


# Selected results 2: Gender equality among management staff

## Assessment of all respondents



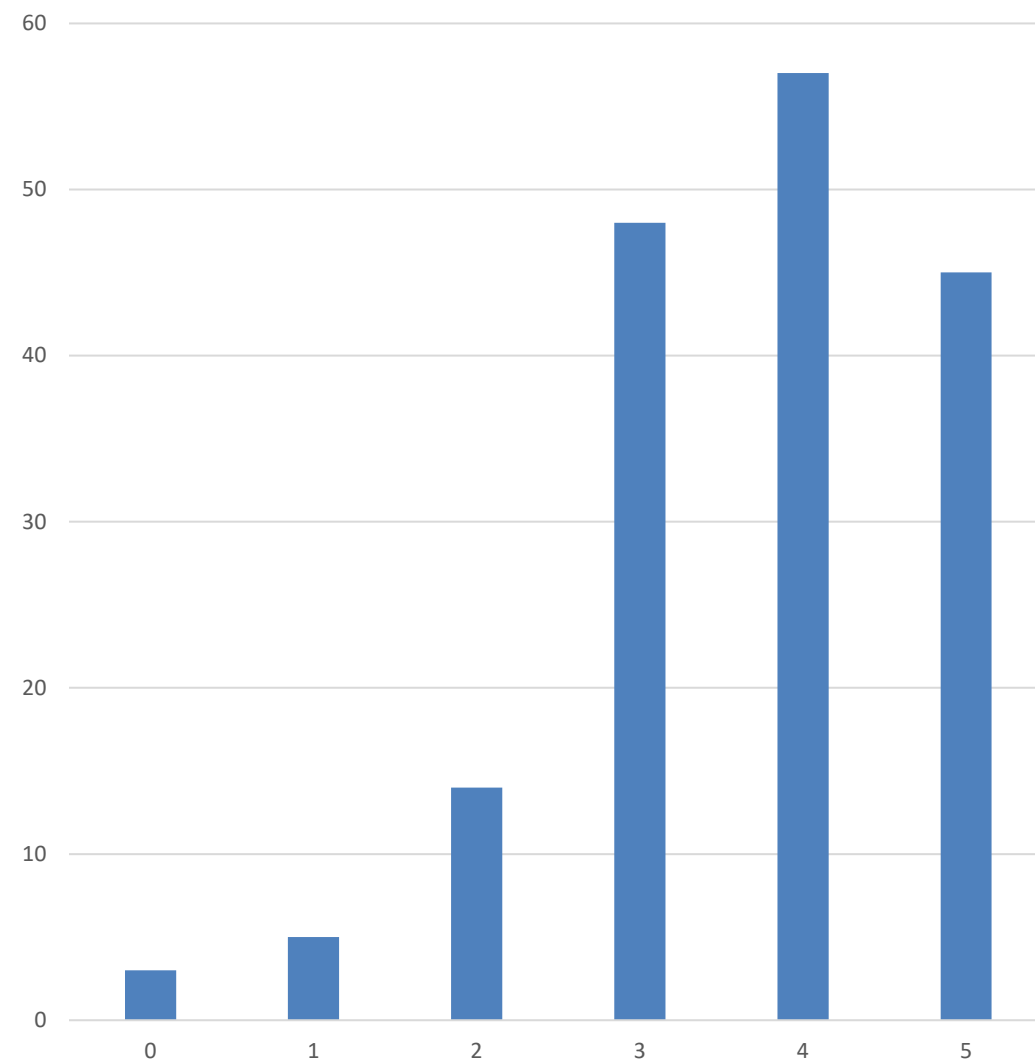
## Assessment of male and female respondents



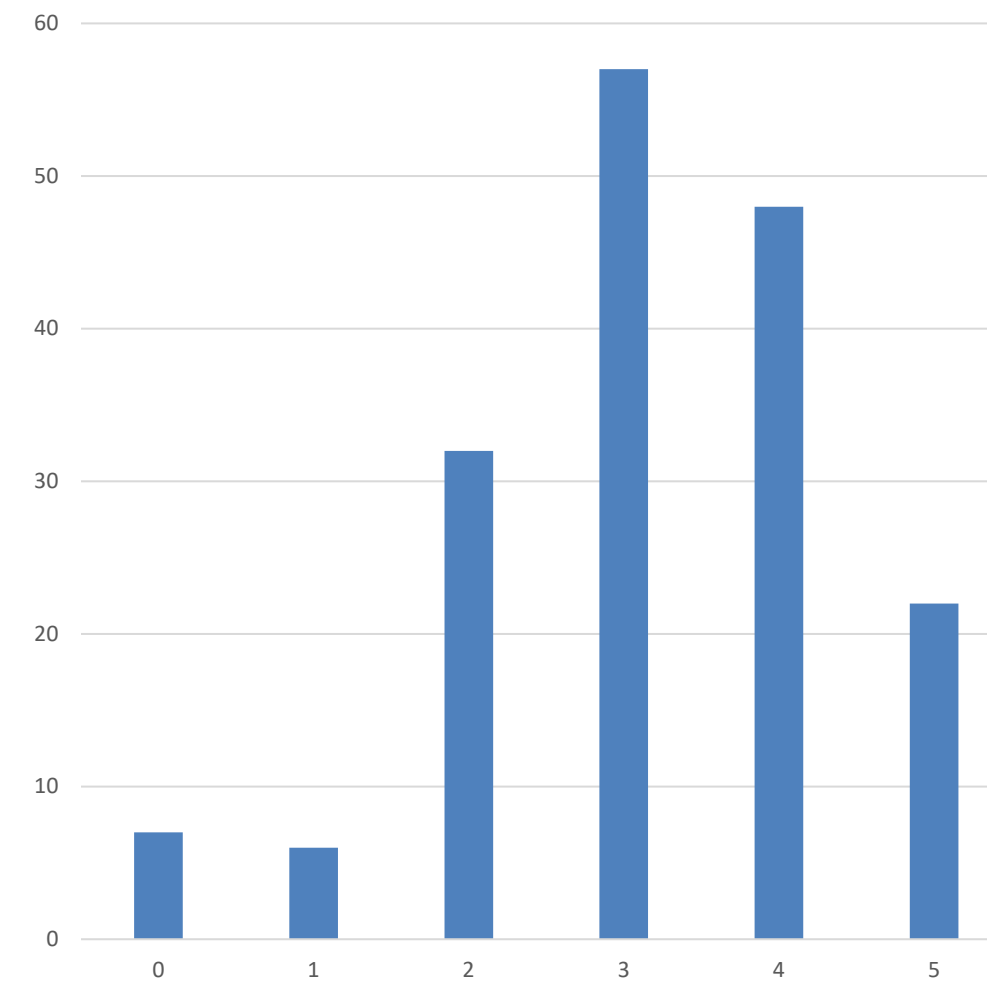
High discrepancy between women's and men's assessment in all four areas: promotion opportunities, compatibility problems between job and family obligations, assertiveness and pay: **Men seem to be less aware of the existing gender equality problems than women.**

# Selected results (3): need and readiness for innovation

## Need for Innovation in Organisation



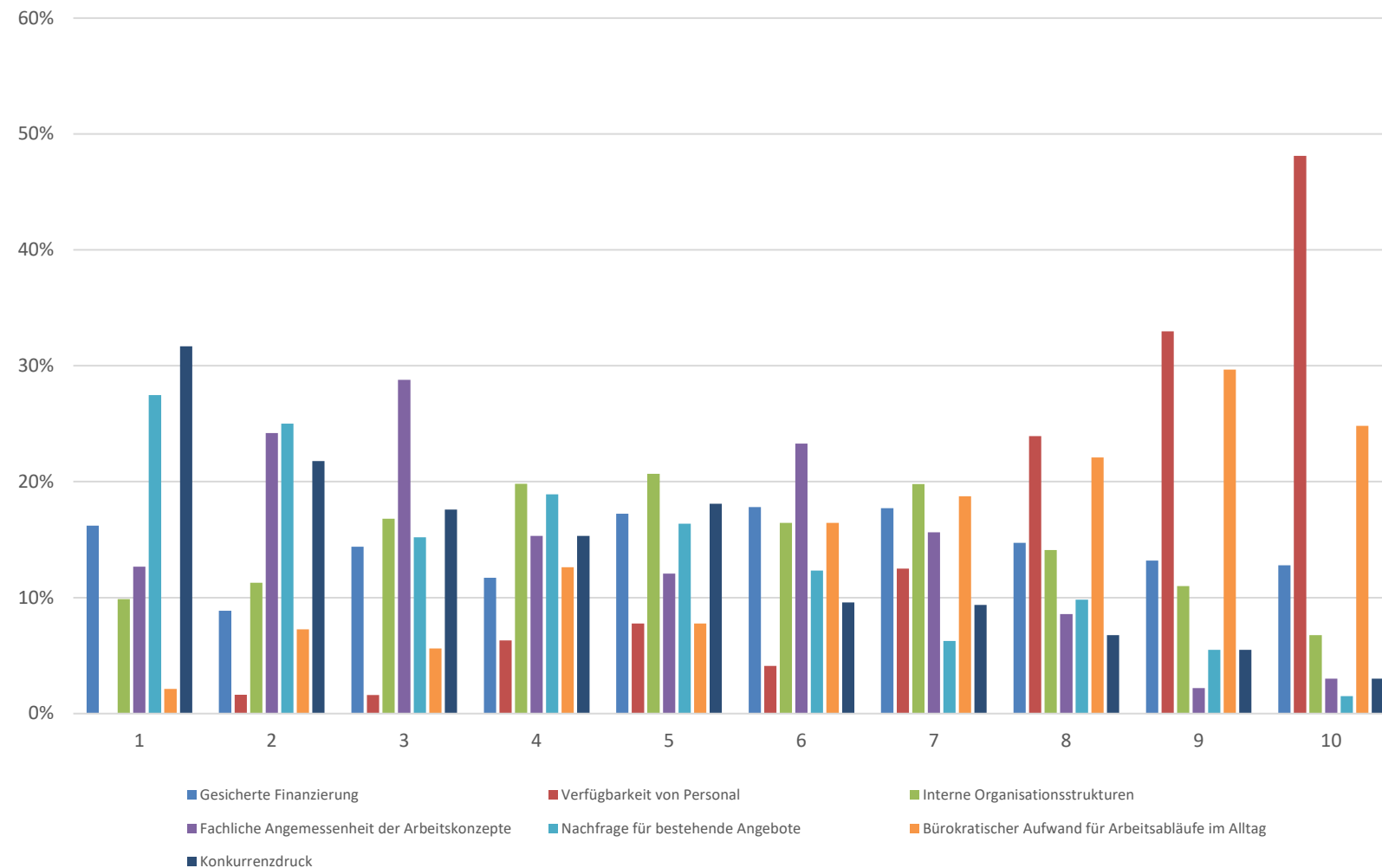
## Readiness for Innovation in organisation



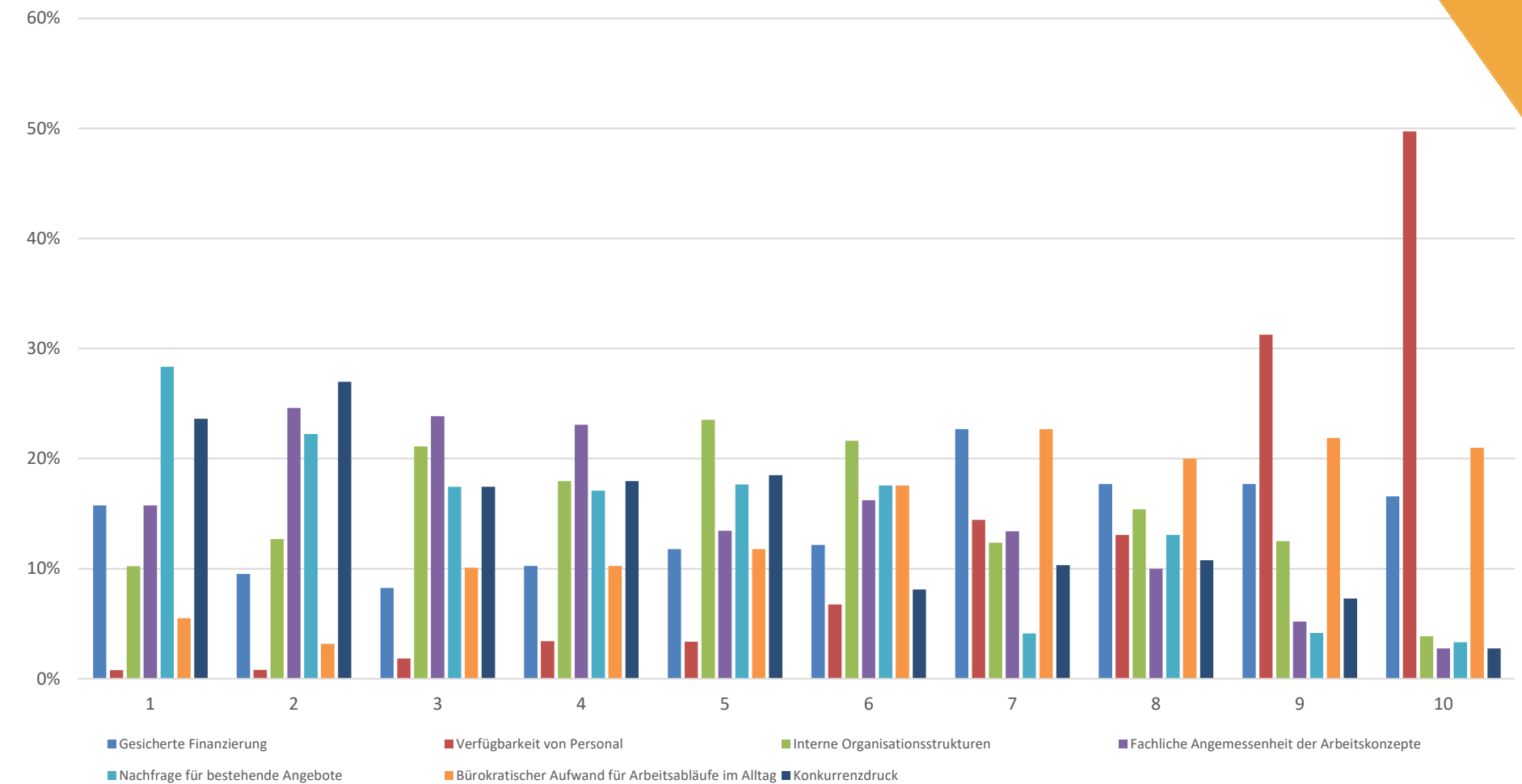
High assessment of need for innovation meets scepticism on readiness ...

# Selected results (3): current and future problem structure

## Main problems for organisation in current situation



## Expected development of main problems in 3 –to 5 years

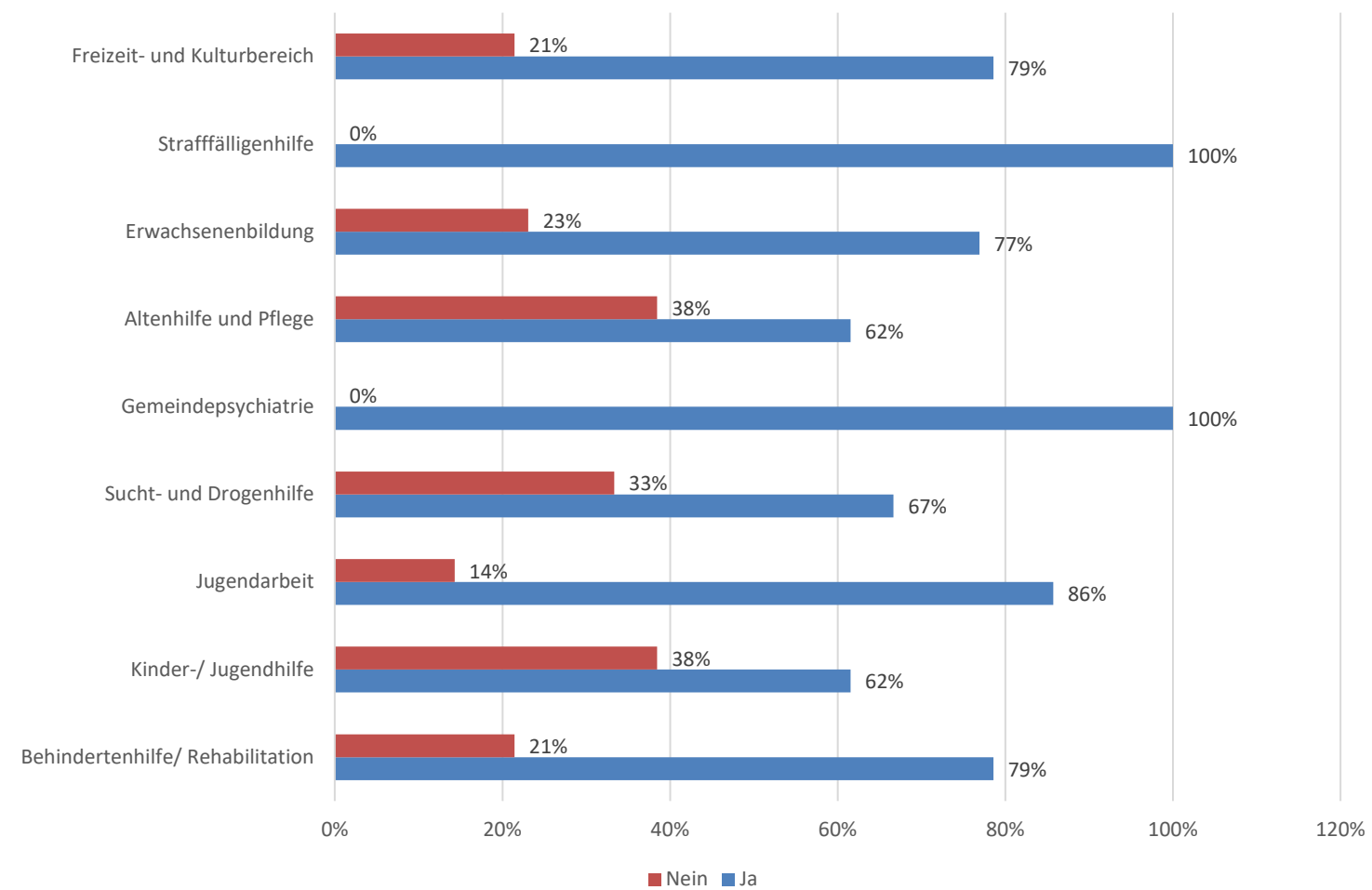


High concerns relate to (1) shortage of staff, (2) bureaucratization, (3) stable funding, less concerns relate i(4), nternal problems of the organization and less to appropriateness of concepts (5), clients' demand for their services (6), and very little to challenges stemming from competition between services (7). In the perspective it is assumed that this patterns remains the same but funding problems might become more important.

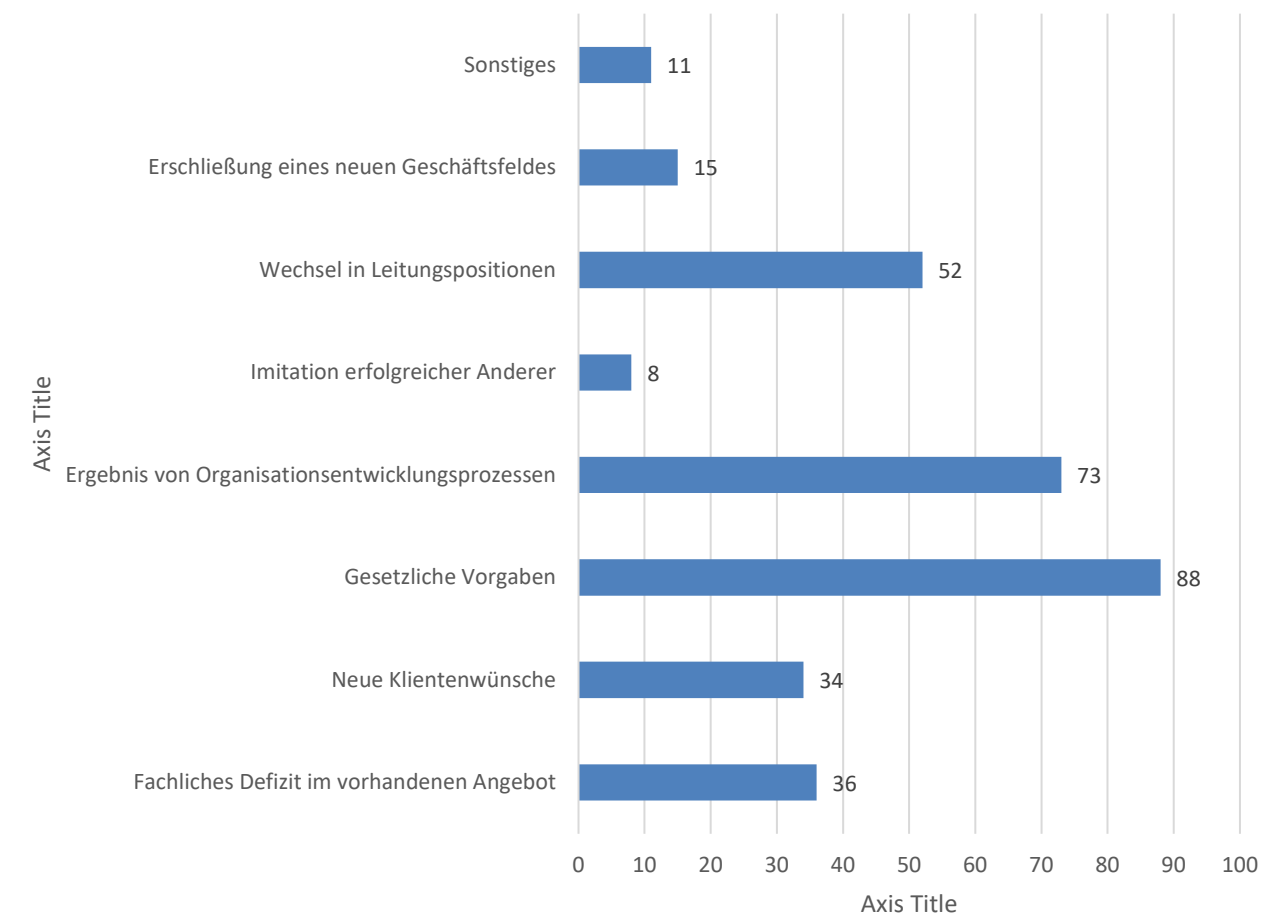


# Selected results (4): relevant innovations

## Relevant innovations in organisation in recent years in different fields



## Reasons for innovations in organisations in recent years



### Messages from the data:

On average in 30% of services there has been no innovations, with differences between fields. Most innovations refer to internal organizational development, much less to new service concepts. Organizations in fields with intensive legal reforms report more innovation. New legal prescriptions are by far more causing innovations than an adaption to clients' needs or improve conceptual deficits. Innovations are not motivated by competitive strategies of service organizations.

## Preliminary assumptions on results

- Good news from Germany: Marketization of social services especially for pwd has remained a ceremonial phenomenon.
- Not so good news: While problem perspectives related to staff shortage prevail, followed by concerns on increasing bureaucracy and stable funding,
- the ‘problem ownership’ of management staff for transforming concepts and institutionalized practices into inclusive working models is ‘mixed’.
- Innovations and innovators in organisations with inclusive perspective need support from governments and “change agents” informed by research.



Vielen Dank für ihre Aufmerksamkeit!

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