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Technology is not the issue!
Leadership in times of digital transformation especially for
small & medium-sized companies

It is more about leadership

Rather it depends on the organizational embedding context and the design of the change process whether companies benefit from new digital technologies.

Leaders play here a key-role!

However, contrary to what widely is assumed, it is not their technological knowledge and skills that decides whether the digital transformation will succeed. Much more it is about their ability to convey the meaning of the innovations and derived necessary changes to the employees in order to connect the old world with the new digital future and thereby to make the resulting process of the functional change.

Particular in small and medium-sized companies (KMUs)

In contrast to large companies or digital-born startups, the key role of managers in small or medium-sized ones becomes here a much more important role because their core business and the digital innovations are closely related.
That is not trivial, because the logic of short-time optimization of their core-business and the long-term building of completely new competences is in most of the cases totally opposite.

Efficiency meets disruption!

On the one hand, in large companies it is easier to establish new digital business areas separately from the core business areas. Thereby the executives are able to specialize according to the different corresponding areas and requirements. The different service portfolio is only balanced at the top of the company. On the other hand, start-ups are usually founded on the base of digital business models and are mostly disruptive due to their characteristics. Leaders, if they exist beside the founder, exclusively pursue innovative digital business models.

However, in smaller and medium-sized companies where core business and new business are closely intertwined, the integration of radical ideas becomes a stress test for the entire organization. Research and development activities have an immediate impact of the production and sales process. That is why managers / leaders are particularly challenged at the interfaces between core business and new technology / creative spaces.

Digital Technology as solution driver for the future

Therefore, digital technology must be brought into the company in such a way that it is perceived as a solution for the future and not as a problem for the present.

**Knowledge about _leadership, technology and change_ are much more required
in small- and medium-sized companies than ever!
With this awareness corresponding companies should deal with these issues!**

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