

Advanced Leadership Insights



*How to Lead People
and Organizations
to Ultimate Success*

edited by
Wolfgang Amann
Katja Kruckeberg

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FOREWORD AND ACKNOWLEDGMENTS

Wolfgang Amann and Katja Kruckeberg

Both of us as book editors and chapter authors have been actively engaged in leadership development for almost 2 decades. We have seen leadership development change and individual leaders grow, perform, evolve, and at times, fail. What we have noticed over the course of the years is the need for fresh insights on leadership so that individuals and organizations can prepare for current and future challenges. You as the reader will find an integrated collection of emerging thoughts on how individuals can lead themselves to ultimate success, on how to lead others to peak performance and on how to direct entire organizations to a better place.

While we have integrated our own thinking into this book, we compiled this resource on advanced leadership insights with the help of dear and much respected colleagues in order to offer you an even more excellent and varied “buffet of ideas.” All of us chapter authors work internationally as we are well aware of the partly culture-bound nature of leadership and management. All of us are more than theorists working in the proverbial ivory tower. All of us have successfully convinced clients of the value of our lessons and insights. With compiled this book the practicing leader in mind. This is mirrored in the writing style of our chapters and the frequently added application exercises. As book editors, we express our gratitude toward our colleagues and fellow chapter authors who have significantly contributed to this volume. We are equally grateful

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to our clients, both individuals and organizations of all types and sizes, for their valuable feedback over the years. They helped us identify the needs for further leadership insights as well as what works in specific settings.

Simultaneously, we express a word of caution. While this book is full of insights, success recipes, and fresh patterns, they all need to be adapted to one's personality type, values, skill level, situation, and specific challenge, as well as, aspirations. Also, we noticed that the field of leadership is in flux. We find inspiration from all types of authors and organizations located in different parts of the world. This global competition of ideas might well lead to consequences. First, their shelf life will be limited as new ideas will emerge in the near and midterm future. Second, this will encourage and invite you as the reader to continuously update yourself with regards to latest insights and solutions. Only then can you stay ahead of the game. Not all fashions and trends add value, but the potential must be screened regularly. We, thus, hope to meet in you as the reader a true lifelong learner. We hope you enjoy our collection of advanced leadership insights and wish you success in actively experimenting and applying them.

INTRODUCTION

Wolfgang Amann and Katja Kruckeberg

PURPOSE OF THE BOOK

Alexander the Great was one of the greatest military leaders the world has seen. His tutor in the 4th century BC, Aristotle, shared that an outstanding leader must have three characteristics: ethos, pathos, and logos. Ethos referred to the moral character as a source of ability to persuade and to inspire. Pathos prescribed an ability to touch feelings and therefore move people. Logos required the ability to intellectually convince people—with a compelling reason (Rashid, 1989).

We continue to be firmly convinced of this trio of traits. Yet, in today's world, a fourth attribute seems to become even more pressing—the ability to learn. While ancient Greece and warfare surely had its challenges back then, today's world is by no means less overwhelming.

- Politically, we see the rise of populist democrats and a precipitating wave of antiglobalization voices in a variety of countries.
- Technologically, we see disruption through digitalization. For example, nontraditional players will occupy 40% of market share in the financial services globally within the next 10 years.
- Artificial intelligence is advancing rapidly, winning the most complex board game, “Go” against world champions, and seeing the first artificial intelligence robot recently passed the entrance exams of a Japanese university.

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- Ethically, we continue to have tremendous challenges in our boardrooms as the recent example of Volkswagen demonstrates. The company illegally installed an engine software manipulation emission tests and reacted with denial when caught.
- Macro-economically, the highest valued financial technology firms are now found in China, not in Silicon Valley or Wall Street. We see that the global economic centers are shifting.
- On the corporate level, most strategies are not implemented as planned. A large part of mergers and acquisitions do not deliver the intended value and most employees around the world are disengaged. According to our research, 90% of staff members do not even know the relevant part of the strategy, nor do they have the energy and focus to effectively implement them.

In such dynamic, interdependent, and ambiguous contexts, leaders must still demonstrate ethos, pathos, and logos. However, learning is the new name of the game. We have therefore compiled this resource of latest insights on advanced leadership. We aspire to support leaders in their quest to rapidly and effectively learn about latest trends in leadership. We have done so by making additional observations on board. We noted that overall levels of busyness among leaders and managers are very high. There is competition for attention. Sources of inspiration, therefore, need to be precise, easy to absorb, and quick to read. This book presents its reader with a series of new insights on advanced leadership that ultimately lead people and organizations to success. Included chapters are short so that the reader can spend sufficient time reflecting on the content. Furthermore, we understand that even leadership experts often only have a few new ideas to represent. Thus, we have teamed up with a group of bona fide experts, all accomplished in their fields, in order to compile this resource. We invite you to read selectively based on your interests and learning needs. All chapters clarify objectives and summarize the highlights in the end. As the English philosopher Herbert Spencer adequately put it, “the great aim of education is not knowledge but action,” all chapters in this book encourage immediately exploring how to best use its content. The following section outlines the structure and content of individual sections of the book.

STRUCTURE OF THE BOOK

The “buffet” of ideas we prepared for you has three distinct parts, and we welcome you to self-service the items most interesting to you. The first part of the book deals with leading yourself to ultimate success. The unit

of analysis for which we propose fresh insights is thus the individual leader.

Konstantin Korotov is the author of the first chapter, where he provides an overview of essentials regarding a leader's self-development. A thorough leadership development journey has clarity in one's motivation to lead. As this motivation might change over time, Korotov suggests critical reflection in regular intervals. He encourages current and future leaders to better understand why taking on an active leadership role is attractive, and distinguishes several scenarios. There is no right or wrong answer, although more recently concepts of servant leadership have gained popularity. A servant leader is not oriented toward maximizing power, fame, and monetary returns. In contrast, a servant leader gets energized and is motivated by the positive impact of their service to others.

Korotov equally stresses that leaders need to explore and understand the cost of leadership. Beyond decorative titles, higher pay, and influence, there are responsibilities, tradeoffs, and sacrifices. There are many crises to manage over a leader's tenure. If leaders do not understand their own motives, personality, and cost of leadership, dreams and aspirations can turn into nightmares. One of the more dangerous scenarios can entail burnouts, from which only a small percentage would eventually recover. Korotov furthermore reflects on the very beliefs that good leadership stands for. Industry standards may differ from corporate and personal criteria. Not all companies build competencies effectively. Also, the questions can emerge regarding who should take a leader's development further? And who could be held accountable in case things go wrong? Korotov continues by encouraging more leaders to actively request feedback in order to facilitate the learning journey. Significantly aligned with Herbert Spencer's philosophy, that action counts more than knowledge, Korotov encourages experiments to see how feedback lead to improvements.

Katja Kruckeberg's ensuing Chapter 2 investigates the question how leaders can enhance their presence. What are the three key dimensions of presence within one's leadership style? In a comprehensive review, Kruckeberg distinguishes emotional, physical, and mental presence. Her thoughts are initially descriptive, and become prescriptive in the second half of the chapter. Kruckeberg supports her claims and suggestions on how to become a more impactful leader with a series of anecdotes. The book chapter integrates elements from breathing techniques as well as tai chi, neuroscience, and emotional intelligence. Kruckeberg's primary claim is that great leadership leads to more impact and well-being.

Jim Shipley has two contributions in this book. The first one is Chapter 3, where Shipley deepens the insights to be gained from neuroscience in order to enable effective leadership on an individual level. He critically

reviews built-in thinking traps and outlines how they can render a leader's life and functioning more difficult. Shipley, thereby, does not view the reality of built-in thinking traps as fatalistic. In his view, the negative impacts of thinking traps can be managed and self-awareness is the key to get started. Shipley outlines the role of humility and active experimentation when trying to improve as a leader.

Shipley adds further thoughts on successful leadership by pointing to mindfulness, a concept that gained substantial popularity around the world. His Chapter 4 builds on the observation and assumption that our brains have a limited capacity to focus our energy and attention. Great leaders are aware of this limitation and they tend to focus. Once again, self-awareness receives center-stage position in Shipley's chapter, and when reviewing a leader's impact, he posits that a stronger focus of energy and attention entails better results. Shipley outlines exercises in order to deal with common distractions for leaders. Leadership can mean different things over time. Leaders motivate, steer a coach to name but a few tasks. Mindfulness can enhance the effectiveness of all of them.

Part II of the book deals with the question of how to lead others to ultimate success. The focus thus moves beyond the individual level. Katja Kruckeberg opens the section by reviewing five success factors of high performance teams. She revisits why teams continue to be crucial and what factors account for a dysfunctional team. Kruckeberg subsequently presents a five-level framework based on her many years in leadership consulting and development. The team efforts will become more impactful as these five levels are mastered and aligned with each other. Kruckeberg includes brief assessments and reflection exercises in the chapter, so that the reader can immediately apply the quantum of the chapter to their setting.

Matthew Mulford authors the next chapter and outlines negotiation skills for leaders. For some, business is nothing but negotiation, and negotiations take place constantly. Suppliers and buyers negotiate. Unions, or individuals, and human resource directors negotiate. Superiors negotiate with their subordinates and vice versa. According to Mulford, excellent leaders need to develop effective negotiation skills. This requires an integration of several skills and topics. The materialistic and financial side must be well understood. Reading people and comprehending the situation is key to effective negotiation. The dynamics of human interactions have to be understood along with the many ways in which to optimize them over time. Leaders in this field, Mulford argues, are not born but made. Negotiation skills can be learned and honed over time. If leaders adopt key concepts and semantics, such as "best alternative to a negotiated agreement" and "zone of possible agreement," they can drasti-

cally accelerate the preparation and implementation phases of negotiations.

In the subsequent chapter on reflective leadership by Felix Mueller and Ragna Kirberg, the authors begin by reviewing the world we live in. They also explain why people react with different levels of confidence when confronted with challenges. Indeed, today's complexity can easily overwhelm, and therefore it needs to be understood. Reflective leadership, specifically reflection by thinking and feeling, can help make progress in this regard. The authors offer substantiated advice on how to rapidly acknowledge stress and change one's mental stance toward it. Reflection does not only come in the form of self-reflection. Reflections are also social and joint processes as well, if leaders are ready to open up. Showing vulnerability, ensuring transparency and embracing feedback can bring about solutions which are unreachable for solitary fighters who try to resolve all problems on their own. Authors include a series of reflection and application exercises at the end of the chapter to enable readers with immediate application and experimentation in the presented content.

Wolfgang Amann adds his thoughts on one additional innovation in the field of leadership in the following chapter. Blue ocean strategy has revolutionized the field of strategizing and innovated what is taught in executive education seminars on strategy. Is a similar revolution about to take place in leadership seminars and practice? The chapter outlines what the blue ocean strategy suggests and how it can lead to overcome one of the biggest leadership challenges of today: disengaged staff members. There is indeed more to the concept. It questions the use of psychometric tests, as they are expensive (which often need coaches in addition to faculty members for a thorough debriefing), and the considerable time required in order to lead to change. There may be faster alternatives, although these alternatives can make leaders feel uncomfortable at times.

Part III of the book deals with leading entire organizations to ultimate success. Katja Kruckeberg joins forces with Naysan Firoozmand in order to outline how to navigate complexity on an organizational level. Together, they presented 10 golden principles for chief executive officers assuming leadership roles. The chapter clarifies the role of preparation before starting a new assignment. It sheds light on the first 100 days when a new leader establishes a brand. Kruckeberg and Firoozmand highlight the brevity of the window of opportunity, before staff members assume all would stay the same. The authors emphasize the importance of stakeholder management in order to create value. They clarify the role of trust and credibility when aligning stakeholders. In sync with the overall theme of the book, the authors also illustrate the importance of continuous learning and management of one's energy.

Wolfgang Amann then adds his experience and thoughts on real stakeholder dialog and overall corporate diplomacy. When leaders are confronted with crises, they have to take a fundamental stance toward being a “nice guy,” a “lonely fighter,” a “stealth bomber,” or a “good citizen.” Leaders ought to be prepared for the adversity they will inevitably encounter during their tenure. They need to have proactively honed their diplomacy and stakeholder dialogue skills as the chapter posits.

This book integrates a very contemporary trend as well as challenge. Ruth Ann Lake and Cristina Bombelli investigate women in leadership in the following chapter. The authors review aspirations, obstacles and opportunities. While women have effectively assumed leadership positions in many settings, Brazil, the United Kingdom, Germany, Bangladesh, to name a few examples which are led by women, many organizations as well as corporations still have not dismantled what our colleague Randy White has labeled “glass ceilings” for women. Many male leaders are not yet familiar with methods that integrate women in their leadership teams. Many are still in need to get accustomed to female leadership—in some cultures more than others. This chapter outlines that both men’s and women’s leadership ambitions are rather similar. The authors point out that skill profiles homogenize, yet the ability to manage diversity needs to be honed.

In the next chapter, Tamara Carleton, William Cockayne, Andreas Larsson, and Berhard Kueppers devote pages to the question why a radical innovation needs visionary leadership. We undoubtedly live in the age of disruption. Each industry sees established players, business models, technologies, and solutions questioned with bold moves by competitors or new players. They might come from inside the existing industry with no boundaries, but increasingly from the outside. Owners and investors play a dominant role as well. The authors review the origin of big ideas as well as their power. As small- and medium-sized enterprises represent the backbone of many economies, the authors clarify how their wisdom and suggestions apply not only to larger companies but also to the smaller counterparts.

Marios and Vicky Katsioloudes continue our learning journey by positing that leaders need to be change masters. This comes back to the well-established differentiation between transactional as well as transformational leaders. If leaders fail to design, lead, and sustainably anchor change, their own survival is at stake and key stakeholders suffer. Leaders ought to be learners and the need to know more about leadership versatility. Leaders must actively close skill gaps when it comes to change management. The authors differentiate between hard and soft skills, outlining that only the combination and balance make all the difference for successful change. Today’s companies probably undergo change more frequently

than ever before. Change trajectories are becoming ever more complex. Thus, this chapter offers crucial reflection opportunities on how to practically prepare for future change.

The next chapter written by Tobias Mahr and Bertold Stein sheds light on how to succeed in a political organization. Although companies primarily run on an economic motor, leaders have to admit that whether willing or not they have to adopt and sharpen their acumen with regards to politics. The chapter offers interesting reflection opportunities on core questions, such as whether a value driven people stand a chance or not. The authors also outline the role of authenticity in more or less political environments. They revisit the infamous matrix organization, so popular in the 1990s, and how to succeed in one. They clarify how politics complicate decision making and what options exist when dealing with one's superior. Concluding remarks close the book and its collection of insights on advanced leadership.

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