

# Contents

- 1 Leadership in the Twenty-First Century Leadership in the Crisis? ..... 1**
  - 1.1 The Only Constant Is Change ..... 1**
    - 1.1.1 Hitchhiking Through the Global Working World ..... 2
    - 1.1.2 Knowledge Is Economic Power ..... 3
    - 1.1.3 In the Vortex of Dynamics and Complexity ..... 4
    - 1.1.4 The Loss of Security ..... 5
    - 1.1.5 From Egalitarianism to Individualism ..... 7
  - 1.2 Through the Valley of Tears ..... 10**
    - 1.2.1 The Paradoxes of Our Time ..... 12
    - 1.2.2 The “Return of Leadership” ..... 13
  - 1.3 An Invitation to Dance ..... 14**
    - 1.3.1 Result: Leadership in the Age of “Dynaxity” ..... 15
- 2 Occupation or Calling: What Makes for Good Leadership? ..... 17**
  - 2.1 The Craft of Leadership ..... 18**
    - 2.1.1 The Old School of Modern Management ..... 18
    - 2.1.2 Management as Mass Profession ..... 28
    - 2.1.3 A Question of Style ..... 48
  - 2.2 The Leader ..... 57**
    - 2.2.1 Character Traits ..... 57
    - 2.2.2 Charismatic Leadership ..... 58
    - 2.2.3 Skills ..... 60
    - 2.2.4 Conduct ..... 61
    - 2.2.5 Emotional Intelligence ..... 64
    - 2.2.6 Decisions ..... 67
    - 2.2.7 The Dark Side ..... 69
  - 2.3 The Relationship Between Leader and Led ..... 76**
    - 2.3.1 From Subordinate to Associate ..... 76
    - 2.3.2 Motivation ..... 79

2.3.3 Trust .....	90
2.3.4 Personal Responsibility .....	100
2.4 The Leadership Situation .....	105
2.4.1 The Parties .....	105
2.4.2 The Organizational Structure .....	108
2.4.3 The Corporate Culture .....	112
2.5 Conclusion: The Power of Soft Factors .....	114
<b>3 Systemic Leadership or: Designing a World That Others Want to Be Part Of .....</b>	<b>117</b>
3.1 Considering the Whole .....	117
3.1.1 The Titanic Problem .....	118
3.1.2 The Leader as Part of the System .....	119
3.1.3 Stimulating Instead of Giving Orders .....	121
3.1.4 Learning Instead of Steering .....	122
3.2 Leading with Your Head and Heart .....	122
3.2.1 Hard and Soft Factors – The Mix Makes the Difference ....	124
3.2.2 No Fairy Tale: Of Princesses and Dragons .....	125
3.2.3 Leading Means Knowing Yourself .....	130
3.2.4 Leading Means Communicating .....	137
3.2.5 Leading Means Letting Go .....	148
3.2.6 Leading Means Coping with Contradictions .....	157
3.2.7 Leading Means Managing Change .....	164
3.2.8 Leading Means Creating Meaning .....	170
3.2.9 Leading Means Having Power .....	175
3.2.10 Leading Means Giving Orientation and Making Decisions .....	178
3.2.11 Leading Means Inspiring People .....	185
3.2.12 Leading Means Loving People .....	186
3.3 Conclusion: Leadership as Lifestyle .....	190
<b>4 More Than Just Talking or: The Instruments of Systemic Leadership .....</b>	<b>191</b>
4.1 Can Relationships Be Learned? A New Approach to Leadership Development .....	191
4.1.1 Typical Factors That Disrupt Modern Leadership .....	192
4.1.2 Creating Structures for Learning and Development .....	195
4.1.3 Insights: Systemic Seminar Practice .....	200
4.2 Tools as Means to an End .....	203
4.2.1 The Employee Interview .....	204
4.2.2 Feedback Culture .....	213
4.2.3 Coaching .....	219
4.2.4 Conflict Management .....	222
4.2.5 The Objective Agreement Process .....	225

4.2.6 Delegating .....	229
4.2.7 Developing Teams .....	231
4.2.8 Phases of Team Development .....	232
4.3 Can Good Leadership Be Measured? .....	233
4.4 Conclusion: Achieving Customer Satisfaction with Leadership Tools .....	235
<b>5 Conclusion or: Where the Road Is Leading .....</b>	<b>237</b>
<b>References .....</b>	<b>239</b>
<b>The Author .....</b>	<b>245</b>