

# ***7 LEADERSHIP KEYS***

***SKILLS OF SUCCESSFUL LEADERS***



**WE MAKE YOU SHINE**

**MINDTRAIN LEADERSHIP DEVELOPMENT**

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## 7 Leadership Keys

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## 1 Goals

This document and the exercises it contains...

- are intended to give you a brief overview of the changes in the world of work and the (new) demands on managers derived from them
- show you the required 7 keys of successful leaders in an environment with transformational leadership
- gives you the opportunity to reflect on the individual points
- enables you to recognize your potential and your development opportunities

We hope you enjoy reading and reflecting. We will be happy to accompany you. Just get in touch with us!

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## 2 Foreword

The demands on leaders have increased. The diversity of the world of work requires different, sometimes new management approaches. A leader often has to be able to apply different approaches depending on the situation. For example, leadership in a holocratic organizational form is not necessarily leadership in a hierarchically structured environment, project management is not specialist leadership. And in some cases, leaders and team members also wear different leadership hats for a limited period of time.



Mindtrain distinguishes between the following forms of leadership, all of which require different skills depending on the environment in which they are practiced.

- Strategic Leadership
- Operational management
- Personnel management
- Project management
- Specialist tour

The old so-called **command & control** style is reaching its limits. The call for a new management style arose. There was talk of **unbossing** or **laissez-faire** style in response. Many understand this to mean that self-leadership is elevated to a principle. A working world without leadership, on the other hand, is also not efficient. One answer to this was **transactional leadership**. Currently, **transformational leadership** is the promising concept for success in the modern world of work.

Command & Control	Laissez-faire
Meaningless authoritarian leadership	Meaningless non-leadership
Form of leadership that is mainly based on hierarchy	Personal neglect
Focus on the fulfillment of duty	Lack of orientation
Employees lack identification, purpose and big picture	No feedback, no appreciation
	Indifference to performance and employees
Transactional Leadership	Transformational Leadership
Setting goals	Exemplary action
Assessment	Inspiring motivation
Systematic feedback	Mental stimulation
Reward/Punish	Individual attention

According to studies conducted by the University of St.Gallen (Institute for Leadership and Human Resource Management) in 2017, the following picture emerges among companies with a climate of transformational leadership:

- Company performance is 24% higher
- Employee retention is 14% higher
- Emotional exhaustion is 45% lower
- Customer orientation is 27% higher

Numbers that speak for themselves!

As part of the Bertelsmann Stiftung's research project and the Institute for Leadership and Human Resource Management at the University of St. Gallen on the Leadership Climate Index (2017),<sup>1</sup> more than 1,000 executives were asked how they are doing in their current leadership situation. This resulted in the following picture.



Source: Prof. Dr. Heike Bruch, 44th SKO-LeaderCircle, 17 September 2017, *Courage versus Self-Doubt, Leadership in the New Work Transformation*

Wir können daraus ableiten, dass

- 49% of respondents have a high level of leadership commitment with good self-confidence
- 15% of respondents have good self-confidence but are frustrated in the new leadership world
- 29% of respondents have a good leadership commitment but are plagued by self-doubt
- 7% of respondents are even frustrated in the new leadership world and are plagued by self-doubt

**This means that 36% of all respondents, and more than a third of managers, have self-doubt about their leadership role!**

<sup>1</sup> Source: Prof. Dr. Heike Bruch, 44th SKO-LeaderCircle, 17 September 2017, *Courage versus Self-Doubt, Leadership in the New Work Transformation*

We asked ourselves where this self-doubt could come from and came to the following conclusions.

- Until a few years ago, the previous management training courses mainly taught leadership methodology and concepts
- In hierarchical organization, the 'line' has resulted in the leadership authorization as well as the leadership power
- Many managers have been promoted to leadership roles because of their expertise, not because of interpersonal skills
- These 36% of managers are now supposed to act as role models, inspire, mentally stimulate and coach employees, but have never learned to do so<sup>2</sup>

## And here comes the good news!

The current working environment virtually demands the application of interpersonal skills. There is an opportunity NOW to make the working environment more human. Personalities to tackle the potential of diversity. This is the answer to the increasingly technical environment caused by digitization and atomization. People are just finding their new position in the work processes!



Mindtrain has therefore geared its offers to enable managers to reposition themselves, recognize and expand their interpersonal potential and thus strengthen their leadership in the new world of work.

So that you don't belong to the 36% of leaders who have to question themselves.



<sup>2</sup> According to a study by the University of St.Gallen, the average duration of training for managers in Switzerland is 3 days!

## 3 Working world of the future

### 3.1 *Changes in the world of work*

The change in the world of work has many faces and perspectives. It is not primarily about changes in structures and processes, but also includes aspects that go deeper.

#### **Increasing dynamism, constant change<sup>3</sup>**

The forms of cooperation are adapting in order to be able to deal better and more purposefully with rapid change. The times when hierarchical forms of organization provided stability and overview are over. Hierarchies are cumbersome and cannot always keep up with rapid change in time. Companies are in a highly dynamic environment. This dynamic creates the pressure to be able to react more quickly to requirements. In addition to increased speed, new forms of work also support the adaptability of the company, as well as



the possibility of using synergies more extensively than in the classic forms of cooperation. In particular, fluid project structures, i.e. a constant change in the composition of work or project groups, is a new form of work through which the company can meet the increased dynamics.

#### **A focus on key figures does not go far enough**

Today, strict hierarchical structures are often no longer sufficient, as the complexity of the requirements has increased significantly. This is another reason why in many companies not only strictly hierarchical leadership, but also leadership based on narrow targets and key figures reaches its limits. In times of digitalization, human action in the modern world of work is coming into focus. This also requires a new leadership perspective and contemporary forms that take into account the aspects listed and clarify how to lead successfully in the new world of work.



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<sup>3</sup> See University of St.Gallen, Institute for Leadership and Human Resource Management, 'Leadership of the Future – Between Inspiration and Empowerment', TOP-JOB Trend Study 2018, Prof. Dr. Heike Bruch, Jessica Färber, Christina Block → Appendix

## Support and motivation at the center

With the change in the world of work, the expectations, wishes and demands of employees are changing (Pearce & Sims 2002). Employees want to be involved, work more creatively and thus actively shape the company (Rath, 2017). Against this background, an authoritarian, directive leadership climate does not go far enough. Instead, a management style is required that meets the changed requirements. This also includes open communication, transparency and a constructive feedback culture.



### 3.2 Modern leadership

Modern leadership comes in two forms in particular: inspiring leadership and shared leadership. Shared Leadership. Later, we will call the combination of both modern forms of leadership 360° leadership.

**Inspiring leadership** is considered a cornerstone in leadership research, which revolves around relationships as well as values and ethical questions and emphasizes in particular the giving of meaning and inspiration. Inspiring leadership therefore brings a motivating vision to the fore, allowing employees to recognize the why in their work. It is therefore characterized by an approach in which the emotional component is in the foreground and elevates leadership from a sole guiding role to a higher level and aims to provide motivational added value. This new view of the levels is also seen as the core of shared leadership in companies. We call these companies with strong inspiring leadership '*180° vertical inspiration*'.<sup>4</sup>

**Shared leadership** describes the division of leadership between several actors (Pearce & Conger, 2003). This is not about holding a leadership position divided between two people. Rather, these companies manage to distribute tasks that are typically attributed to a manager to employees.

This means that responsibility is shared within the team and employees can also make decisions themselves. We will later also call these companies '*180° horizontal sharing*'.

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<sup>4</sup> See University of St.Gallen, Institute for Leadership and Human Resource Management, 'Leadership of the Future – Between Inspiration and Empowerment', TOP-JOB Trend Study 2018, Prof. Dr. Heike Bruch, Jessica Färber, Christina Block → Appendix

## Characteristics of shared leadership (shared leadership) are:

- to shared leadership is **the self-leadership** of employees
- Leadership **responsibility is** distributed **among several people** in the team
- Fluidity and **changing leadership roles** are increasing – depending on the context, employees have a leadership role and also lose it again
- Competencies in the team are understood as synergies (mutual promotion) to drive agility and innovation

### 3.3 Summary

Die in diesem Dokument vorgestellten und behandelten **7 Schlüssel für Leader** beschreiben Fähigkeiten, welche in den modernen Führungsformen von zentraler Bedeutung sind.

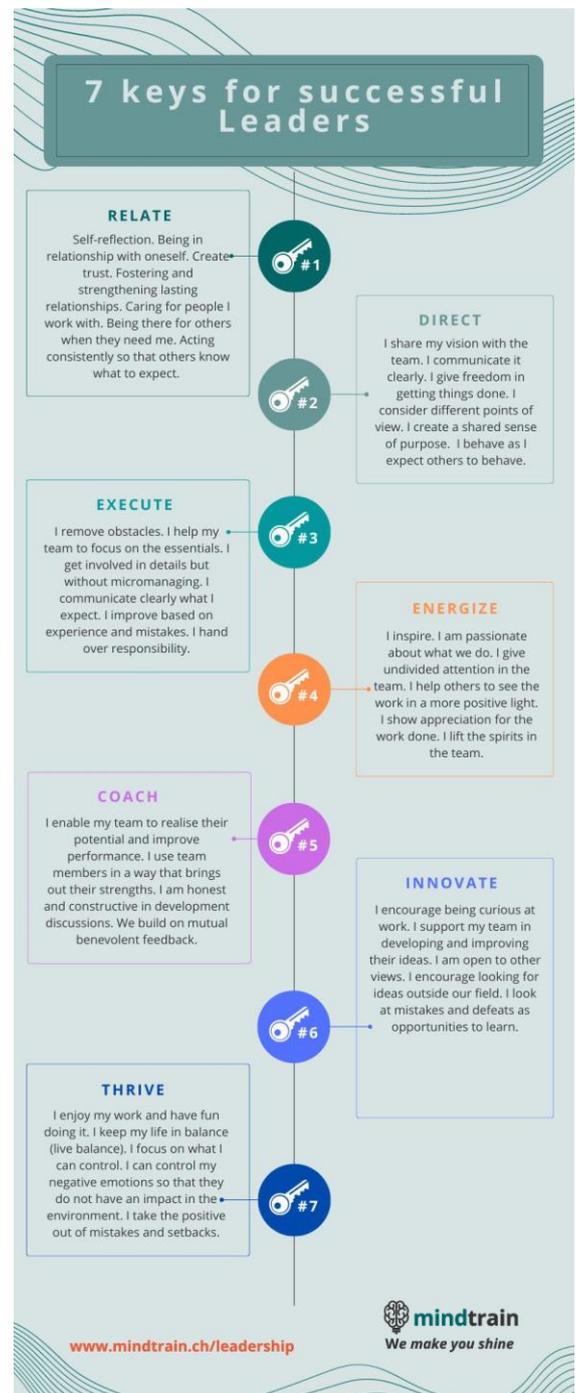
- Entering into a relationship (RELATE)
- Steer (DIRECT)
- Execute (EXECUTE)
- Stimulate (ENERGIZE)
- Coach (COACH)
- Renew (INNOVATE)
- Prosper (THRIVE)

The document helps you to reflect and position yourself. You will then know in which areas you are already very good and the skills are already well developed and where you still have development potential.

With this information, we can create a development program for you together. So that you can be a leader in a working world

- mit neuen Organisationsformen (Holokratie, Soziokratie etc.)
- agile approaches (Scrum etc.)
- more project-oriented work
- with new values and focus on meaning (purpose driven)

are well equipped!



## 4 And what does that mean now?



Executives, companies and organizations are now faced with the exciting task of transferring the topic of 'leadership' into their own future.

Mindtrain unterstützt dabei in den folgenden 3 Bereichen:

- Leadership principles and leadership culture
- Personal leadership motivation and development
- Leadership-Trainings

Always following our promise: "Increase profits with existing teams." Because we are convinced that high quality on the inside brings success on the outside.

### 4.1 *Leadership principles and leadership culture*

The leadership principles set out in the leadership culture form the basis for the new leadership in New Work. We believe that an actively shaped leadership culture is a key to greater success across the board.



#### Contents:

- Analyze current leadership culture and determine the need for action
- Characteristics and goals of the new leadership culture
- Defining and documenting leadership principles
- Plan your rollout
- Introduce leadership principles
- Establish culture reporting

### 4.2 *Existential Leadership - Personal Leadership Motivation and Development*

We make sure that you are prepared for leadership in New Work.

#### Contents:

- Assessment of the current situation and analysis of the situation
- Personal leadership motivation
- My leadership vision
- Obstacles & blockages that need to be removed
- Existing resources as empowering
- Self-guided tour incl. workplace analysis
- Dealing with conflicts
- Fun in everyday management

All 7 leadership keys are highlighted and strengthened in mentoring / coaching.

# 7 Leadership Schlüssel

M LEADER

## 4.3 Leadership-Trainings

With our leadership trainings, we have the boost at hand that will bring your transformation to Existential Leadership forward. The latest findings from Neuroscience for Business, leadership best practices and New Work from a single source.



### Training themes:

- Existential Leadership – Successful Leader in New Work
- Self Leadership – Next Level
- Leader als Coach
- Leaders as conflict managers

## 5 Contact



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## 6 Appendix

### Books, articles, sources, etc.

- Bruch, Heike Prof. Dr.** Prof. Dr. Heike Bruch, 44. SKO-LeaderCircle, 17. September 2017, Mut versus Selbstzweifel, Leadership in der New Work Transformation
- Frederic Laloux** Reinventing Organisations (Visuell), Ein illustrierter Leitfaden sinnstiftender Formen der Zusammenarbeit, 2016, ISBN 978-3-8006-5285-3
- Pearce, C. L., & Sims Jr, J.A.** Pearce, C. L., & Sims Jr., H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6(2), 172-197  
<https://psycnet.apa.org/doiLanding?doi=10.1037%2F1089-2699.6.2.172>
- Pearce, C. L., & Conger, J. A.** Pearce, C. L., & Conger, J. A. (Eds.). (2003). *Shared leadership. reframing the hows and whys of leadership*. Thousand Oaks, Calif.: Sage Publications 2003  
<https://sk.sagepub.com/books/shared-leadership>
- Rath, C. K** Rath, C. K. (2017) Die unterschätzten Fehler effizienzverliebter Chefs. Bilanz.  
<https://www.welt.de/wirtschaft/bilanz/article163458571/Die-unterschaetzten-Fehler-effizienzverliebter-Chefs.html>
- Swart, Tara Dr.** Dr. Tara Swart  
Die Quelle – Wie unser Denken unser Schicksal beeinflusst  
ISBN: 978-3-424-20208-3

### Videos

- Vimeo** «NZZ Format» Arbeit 4.0: Powershift am Arbeitsplatz  
<https://vimeo.com/371841556/94a28f3816>

### Links

- Universität St.Gallen** 'Leadership der Zukunft – Zwischen Inspiration und Empowerment', TOP-JOB-Trendstudie 2018, Prof. Dr. Heike Bruch, Jessica Färber, Christina Block, Universität St.Gallen, Institut für Führung und Personalmanagement  
<https://www.swissleaders.ch/uploads/media/page/0001/08/b8bd25eaf0e2413bc19abfdb91824351a2e8a665.pdf>