

The Managers of tomorrow will be more successful - when 're-thinking' the importance of leadership

Preamble.

Time is running like crazy, and the environment people have to live in does not get any better, it becomes rather more costly, lacks emotion and is generally deteriorating ... Unfortunately, both leading managers and politicians fail to think about that. Tomorrow's leadership needs a paradigm shift for bringing people close to the pulse of events, to keep them there in order to prepare them emotionally for and support the necessary (environmental) changes and to acquire new skills in accordance therewith...

Make sure to always identify the key employees and managers by considering the added value they create, i.e. what are the results they are expected to bring to the company by applying which capabilities and values. For doing so, apply scientifically founded Online Profiling Methods in order to avoid costly recruitment errors. —> [profilingvalues®](#)

—> In this context please read the article by our senior partner, Guenther H. Schust

1st Thesis

The upcoming generation, highly confident and quite spoiled as it is, expects to be well-informed and is looking for **credible entrepreneurs / role models**. It is entitled to assistance and support, qualities which it mostly fails to find in executives, as this is emphasized by Professor Dr. Jutta Rump, Director of the Institute Employability in Ludwigshafen: "The problem is that unfortunately companies lack role models and fail to express respect and appreciation."

2nd Thesis

The Professor for Personnel Management, Carsten Steinert, Osnabrück, even states in his study that "good leadership and corporate governance are not sufficiently rewarded and only play a minor role in the annual target agreements". **Bad leadership is tolerated if figures are favourable...**

3rd Thesis

It is true that companies provide training with regard to professional expertise, but the training of key skills such as **competency in creativity, leadership and project management** is criminally neglected. However, these are exactly the capabilities which create sustainable success (sustainability) and flexible employment (employability) of people (study by Professor Peter Jaeschke, Hochschule St. Gallen/Switzerland and St. Gallen Executive Education Report, Professor Winfried Ruigrok, SEER www.es.unisg.ch/seer)

A paradigm shift in the leadership is called for.

The life span of companies decreases year by year. To secure their long term survival (and this is no longer only an issue of size and purchase of market shares) must therefore become the topmost task of the corporate management. "For the disruptive change which takes place in many sectors we lack the right managers at present..." (Professor Thomas Sattelberger, former Chief Human Resources Officer at Deutsche Lufthansa, Telekom and Continental).

An economy which doesn't sufficiently invest in environmentally adequate production procedures / products and solutions, which doesn't measure further training and con-

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tinued education against the change of demographic and social values and allows the culture of leadership to become "brutalized" by **work intensification** will sooner or later lose the support and commitment of employees. The result thereof, among other things, will be serious quality lapses (for example record recall numbers in the automotive industry).

For making sure that the employee likes his job it is important to maintain a balance between tasks, competences, responsibilities and pay. In everyday working practice, however, this is by no means a matter of course. Very often employees are being handed tasks which come with huge responsibility - the required competences and/or resources/budgets, however, are mostly lacking, because the superior is not willing and prepared to relinquish part of his powers. This is particularly the case with those superiors who attribute failures mainly to their employees, but are on the other hand those who reap the fruits of success themselves (including premiums / dividends / bonis and so on).

Leadership signifies situational-adequate support and networking.

Therefore, the "classical leadership" is coming to an end. The time of the domineering "rulers of circles" is over. They are replaced by a "part-time leadership" in a 360 degree network (Professor Dr. Eric von Hippel, specialist for efficiency at the Massachusetts Institute of Technology = MIT). Leadership is then carried out by the respective key-employees of the workforce who at the time being have the required competences, skills and values. Stakeholders, too, (users = customers, competitors) will be able to assume leadership for projects over a certain period of time.

The principle of delegation promotes the development and qualification of the employees. It increases the self-esteem. **Success entails further success** – a fact we know from sport – and makes people willing to increase their performance standards. This is a prerequisite for maximum performances being delivered at all. A study made by Czipin & Proudfoot shows how sadly the **aspect of support** is still neglected by managers in German companies. The result: Managers dedicate a mere 23 percent of their working hours to the actual core business – i.e. the support and motivation of employees. 43 percent are used up by administrative activities, the rest is used for meetings and business trips. Bosses love to surround themselves with employees who constantly tell them what they want to hear. Out of sheer resignation those employees who are more reserved try to find satisfaction in fulfilling leisure activities and/or in pursuing private interests. Modern managers should therefore constantly check and question their processes and behaviors, should optimize them and weaknesses should be dealt with immediately.

Change takes place in the minds of managers.

The time when an individual manager alone was able to deal with the wishes / problems of the customer is over and done with. This insight comes from the head of the development department of a worldwide leading, medium-sized transport technologies company. He speaks of a so-called "ceiling effect" in this context, because new developments in this field were only to be achieved by a constructive cooperation with experts, customers, suppliers and even competitors of various disciplines.

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It is therefore highly important to quickly **develop potentials** (also of 50plus employees) which are to be found in human communities + organizations + enterprises. Experts and managers which are continuously exposed to a state-of-the-art training, are more capable of implementing new competences in a clearly more productive and quicker way, because they are able to interlink knowledge, separately acquired during various educational events previously attended, in a highly creative way (= Neuroplasticity of the Brain, by Prof. Dr. rer. nat., Dr. med. habil. Hüther, G., Neurobiologist, Director of the Institut für Potentialentfaltung, University of Goettingen).

These are the points that should be changed or optimized by the leading executives in organizations:

- Generate creative freedom where a self-obligating understanding of values, trust and credibility are given, so that top performances, innovation and reforms can be timely realized (► **culture of management and networking based on defined values**).
- Do no longer fill positions within structures for the purpose of exercising power and emphasize status, but rather help to generate integrative, quick processes and see leadership as a service process (► **Supportive Leadership**).
- Take customers and the environment seriously and work on environmentally and target-group oriented solutions together with customers / suppliers / possible competitors (► **Pro-sumption / Open Reverse Innovation**).
- Generate a high level of (self) motivation, of mental and physical fitness and promote learning abilities of your managers. This is the only way to achieve an increased capacity for innovation and viability within the organization (► **Employment Value Proposition**).
- Assess projects in accordance with the traffic-light system. Reflect from time to time your "old" behavior and learn from mistakes and wrong behavior. Document the contributions made by the participants. This ensures the (co-) responsibility for growth and sustainability of all participants (► **Corporate Sustainable Responsibility**).
- Always identify the managers, key employees and teams by considering their capabilities and attitudes/values, i.e. what are the results they are expected to bring to the company. For doing so, apply in addition scientifically founded and objective Online Profiling Methods in order to avoid costly recruitment errors (► **Job Matching by means of Online Profiling Methods**).

If you would like more information, please notify his eBook: Supportive Leadership – The Role of Executives in the 21st Century. Link under:
<http://bookboon.com/en/business/management/supportive-leadership>