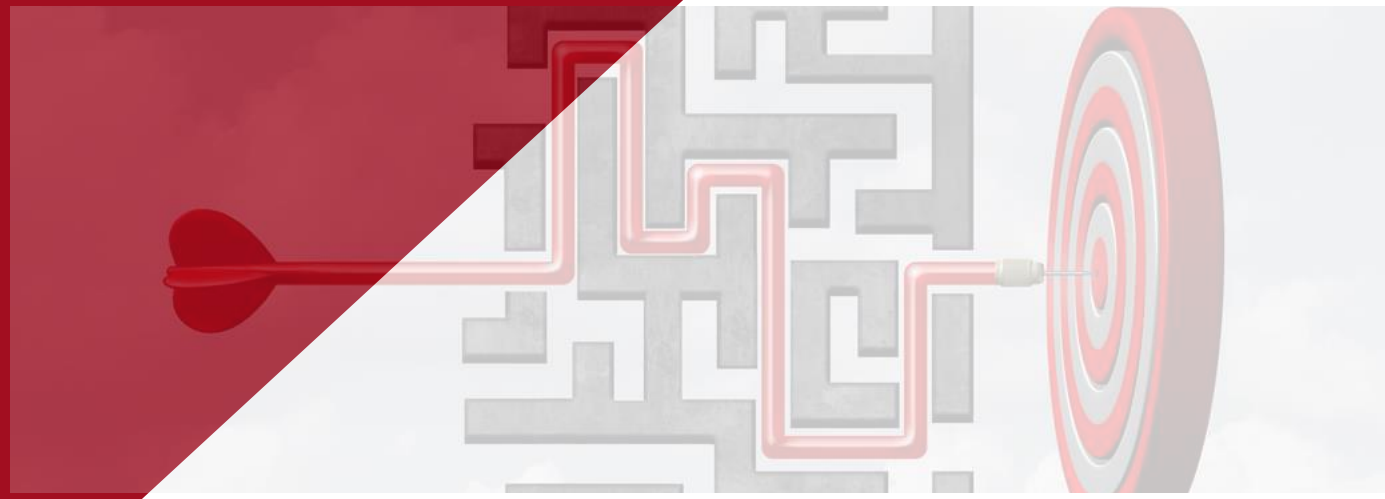
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Perspectives on Leadership

Dr. Kai Handel

Surabaya, November 22nd , 2023



Perspectives on Leadership

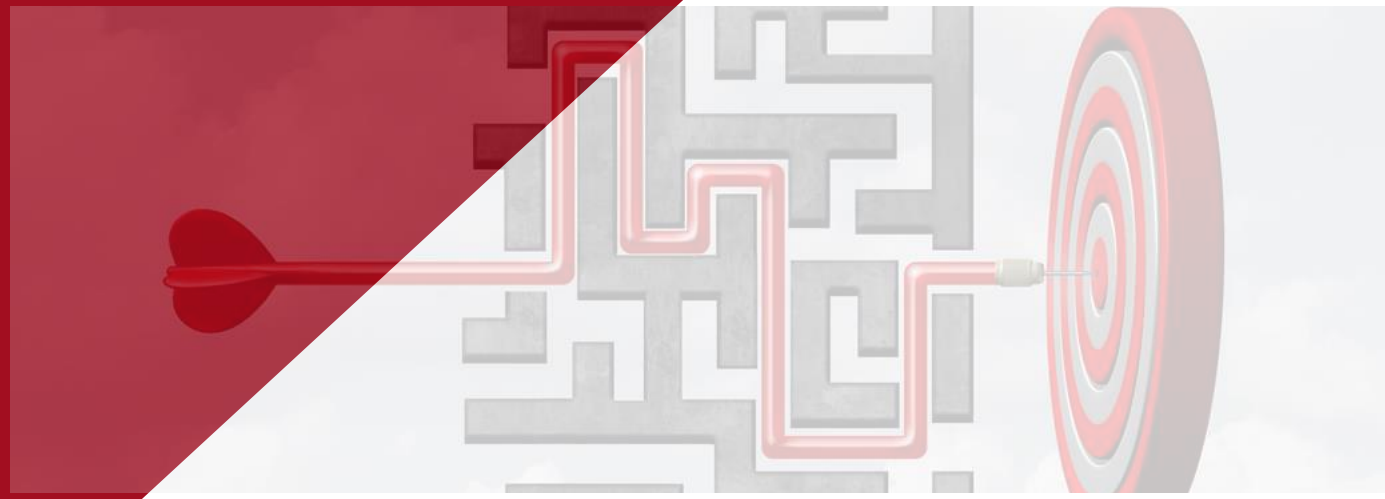
Dr. Kai Handel

November 22nd, 2023

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Outline

- Self-Reflection
- Some definitions of Leadership
- Four directions of Leadership
  - Leadership from above
    - Leadership vs. Management
    - Management Wheel
    - Leadership Styles
    - Situational Leadership
  - Leadership from within
    - Self-Leadership
    - Time-Management
  - Leadership from the side
    - Leadership in uncertain times
    - Agility
    - Lateral Leadership
    - Agility and Agile Leadership
  - Leadership from below
- Transformational Leadership?

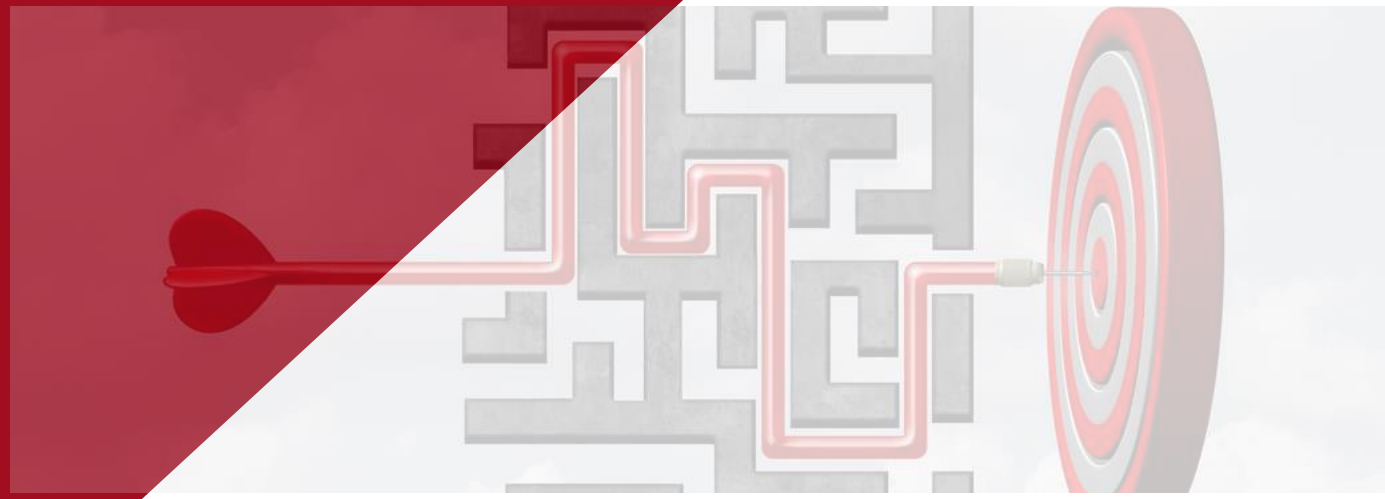


Self-Reflection

Write down your understanding of leadership

(max. 2 sentences, max. two minutes)

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Some Definitions of “Leadership”

There are thousands of Leadership-Definitions.

The sum of some of them gives you an impression.

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Definitions of Leadership (1)

- **Leadership** encompasses the ability of an individual, group or organization to "lead", **influence or guide** other individuals, teams, or entire organizations. (Wikipedia)
- **Leadership** is the art of **getting someone else to do something you want done because he/she wants to do it**. (Dwight D. Eisenhower)
- **Leadership** is a **process** whereby an individual **influences a group** of individuals to achieve a common goal" (Northouse 2010)
- **Leadership** is the process of **influencing others** to **understand and agree** about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to **accomplish shared objectives**" (Gary Yukl 2006)
- **Leadership** … is associated with **taking an organization into the future**, … and, most of all, **about producing useful change**. (Kotter 2013)

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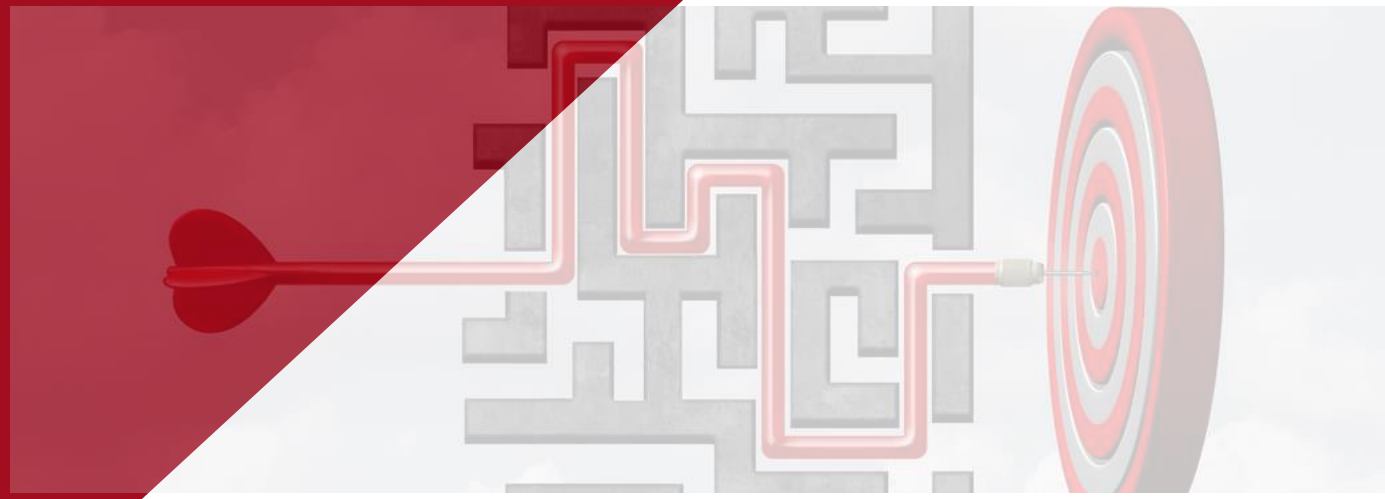
Definitions of Leadership (2)

- **Leadership** is **a two-way, interactive event … to** work with their followers to achieve objectives that they all share … goals developed together (Rowe/Guerrero 2013)
- **Leadership** is about making others better as a **result of your presence and making sure that impact lasts in your absence**." (Sheryl Sandberg 2015)
- Real **leaders** do not ask, *what do I want, what would suit me?,* … They put themselves at the service of the objective. **In doing so, they earn trust, respect, and approval**. (Malik 2019)
- **Leadership is not an absolute**, but depends on a situation and can be understood and explained only with **reference to that situation**. (Malik 2019)
- **"Leadership is the determination of the direction of movement"** (not only but especially the movement of others!) (Hofert 2021)

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What Leadership is about? (Summary)

- Leadership is a process
- Leadership involves influencing others
- Leadership happens within the context of a group
- Leadership involves goal achievement
- Leadership is an interactive process
- Leadership is about change
- Leadership is about trust
- Leadership is about making others better
- Leadership is situational



Introduction:
Four Directions of Leadership

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Leadership from above – visionary leadership

- “Leadership from above, […] is characterized by one person leading the way and taking other employees with him, by virtue of his position or personality.”
- Leadership from above
  - provides visions, goals and strategies. The leader is in charge.
  - is corporate leadership, human leadership
  - Is leadership in questions of communication - communicating visions is above all a communicative task.

→Leadership vs. Management

→Leadership-Styles

→Management-Wheel

→Situational Leadership (Skill/Will)

(Hofert 2022)

Leadership from within - Self-Leadership

- Some statements:
  - This is the ability to lead oneself - the basis for everything.
  - „Only those who can lead themselves should be allowed to lead others.”
  - Self-leadership is about self-reflection an honesty. “What do I best – what should better others do?”.
  - But self-leadership is also about simple things like time management and self-discipline.

→Self-Leadership

→Time Management

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Leadership from the side – lateral leadership

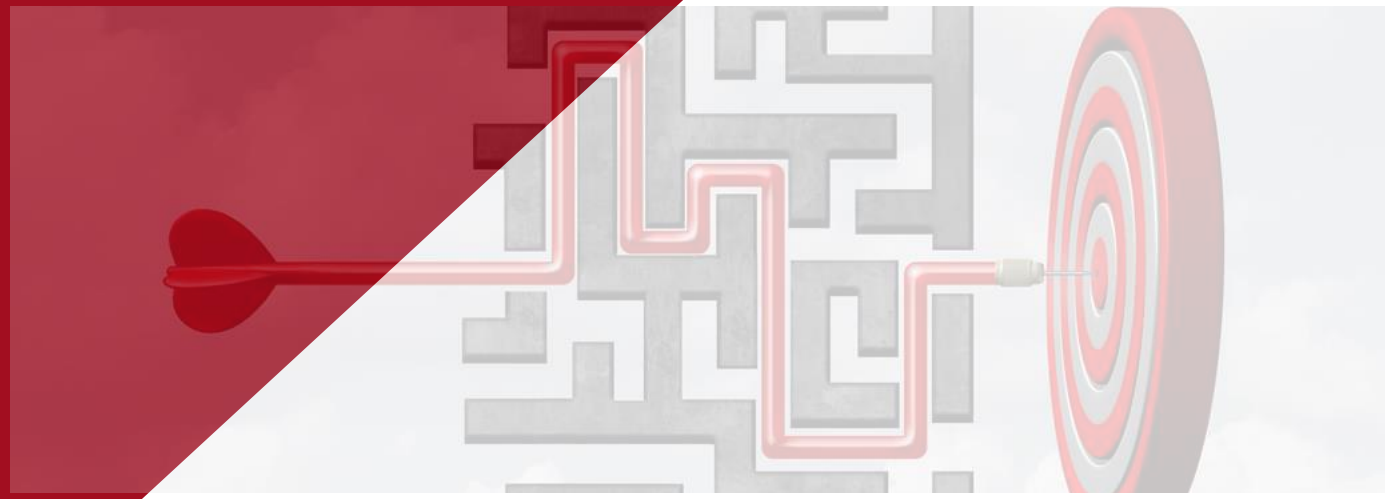
- Leadership from the side leads with structures and via motivation and team development.
- Leadership from the side makes sense in a context where independent and highly motivated employees need support that removes obstacles.
- Leader who lead from the side should also be able to do team development and resolve conflicts.

→Lateral Leadership
→Agile Leadership
→Transformational Leadership

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Leadership from below

- Some statements:
  - Leadership from below has always a focus on innovation.
  - When teams or employees officially or unofficially develop new products and form teams themselves, a company has a lively leadership from below, especially if what is developed can break through to the top.
  - The simplest variant of leadership from below is a "company suggestion scheme". But whether this can become leadership at all, i.e. cause movement, is a question of implementation.
- In Universities leadership from below is done by student initiatives and student protest.



Leadership from above: Management vs. Leadership

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Management is not leadership ?

A quote from Malik, “Dangerous Words in Management”, 2019:

- “For some time now, a stark divide between **management** on the one hand and **leadership** on the other has brought forth a tide of **confusion**, in which learning about either becomes nearly impossible:
- The rubric “management” is made to encompass all the ill-regarded and “lowly” tasks such as running day-to-day business, taking care of operational matters, planning, controlling, and budgeting. In this view, managers are seen principally as blinkered bureaucrats.
- “Leadership,” on the other hand, comes to comprise all that is good and fair, forward-looking, future-oriented, innovative, and visionary, and thus everything considered desirable.
- **Everyone is free to see things in this manner, but doing so adds no knowledge, only confusion.”**

“Dangerous Words in Management” (Malik 2019)

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Management vs. Leadership

- Good Management is important.
  It entails:
  - to formulate objectives (day to day),
  - to organize,
  - to decide (day to day),
  - to control and analyze,
  - to develop people.
  - Communication
  - Responsibility
- Management is about efficiency and stability!
- In short: Managers - manage the known!

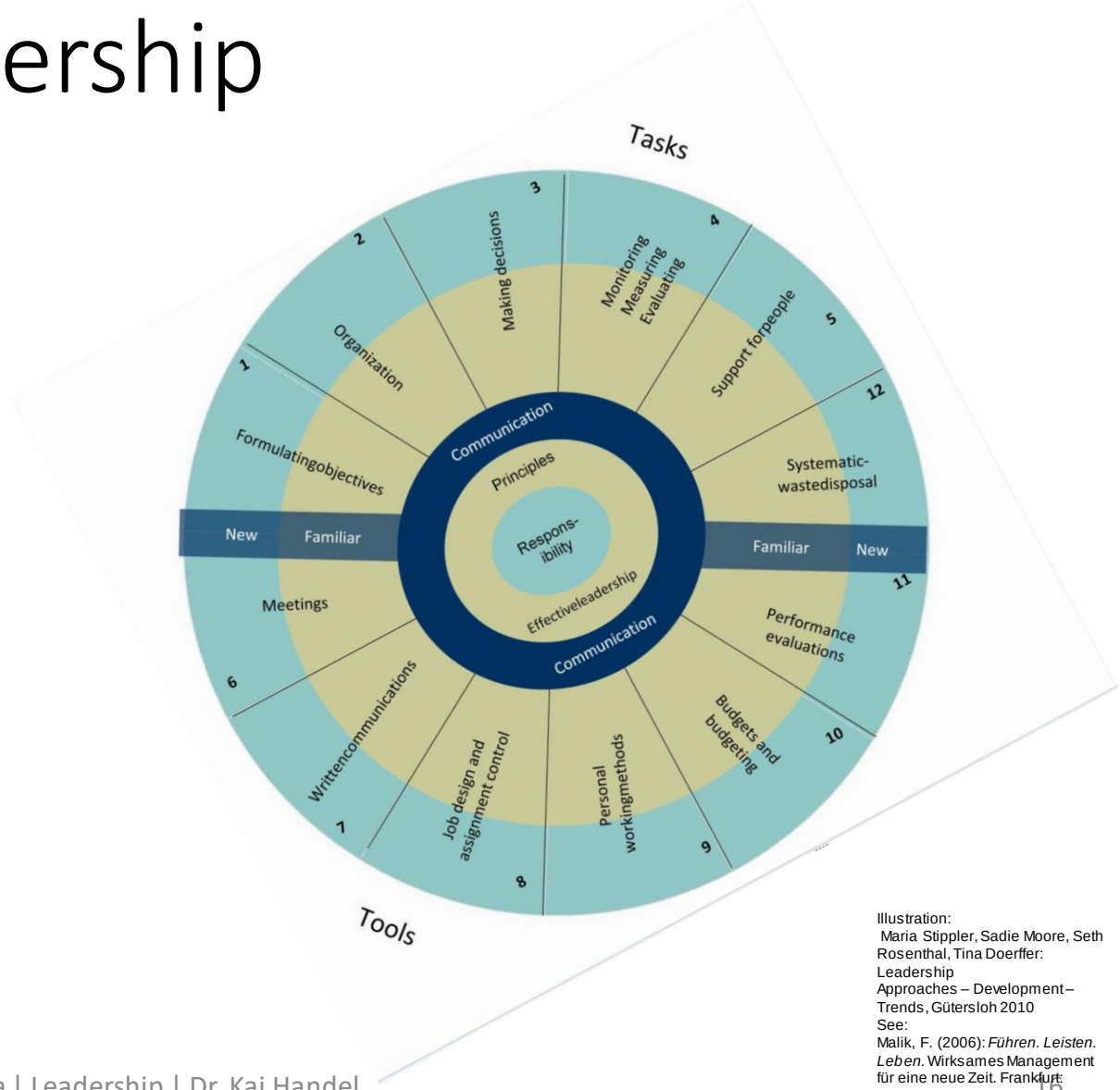


Illustration:
Maria Stippler, Sadie Moore, Seth Rosenthal, Tina Doerffer: Leadership Approaches – Development – Trends, Gütersloh 2010
See:
Malik, F. (2006): *Führen. Leisten. Leben.* Wirksames Management für eine neue Zeit. Frankfurt: Campus Verlag.

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Leadership vs Management

- Leaders - manage the new and unknown,
  - provide a sense of direction,
  - review the big picture,
  - create a vision,
  - communicate it,
  - and bring on the change.
- Leadership is about instability and change!
- In short: Leaders lead towards the unknown.



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Management vs. Leadership

- *“Management is doing things right, leadership is doing the right things!”*
  (Peter Drucker)
- *“Both Leaders and Managers are necessary to an organization that runs effectively.“ (F. Malik)*
- *“Management is about coping with complexity. Leadership, by contrast, is about coping with change.“ (Kotter 2001).*

(Kotter 2001)

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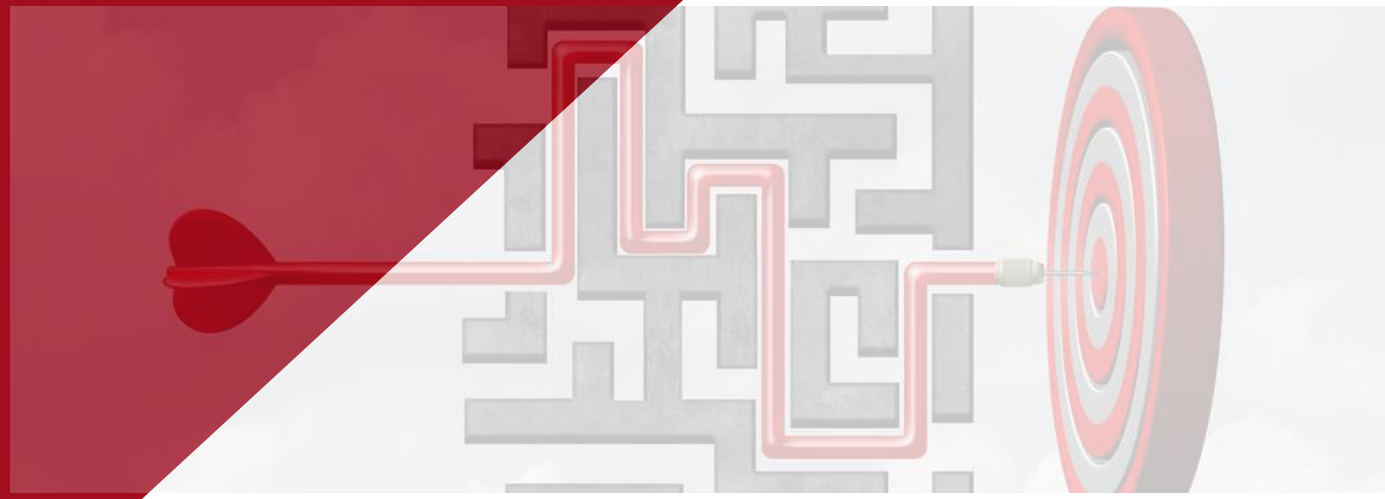
Summary: Management vs. Leadership

- Management involves planning and budgeting. Leadership involves setting direction.
- Management involves organizing and staffing. Leadership involves aligning people.
- Management provides control and solves problems. Leadership provides motivation.

(Kotter 2001)



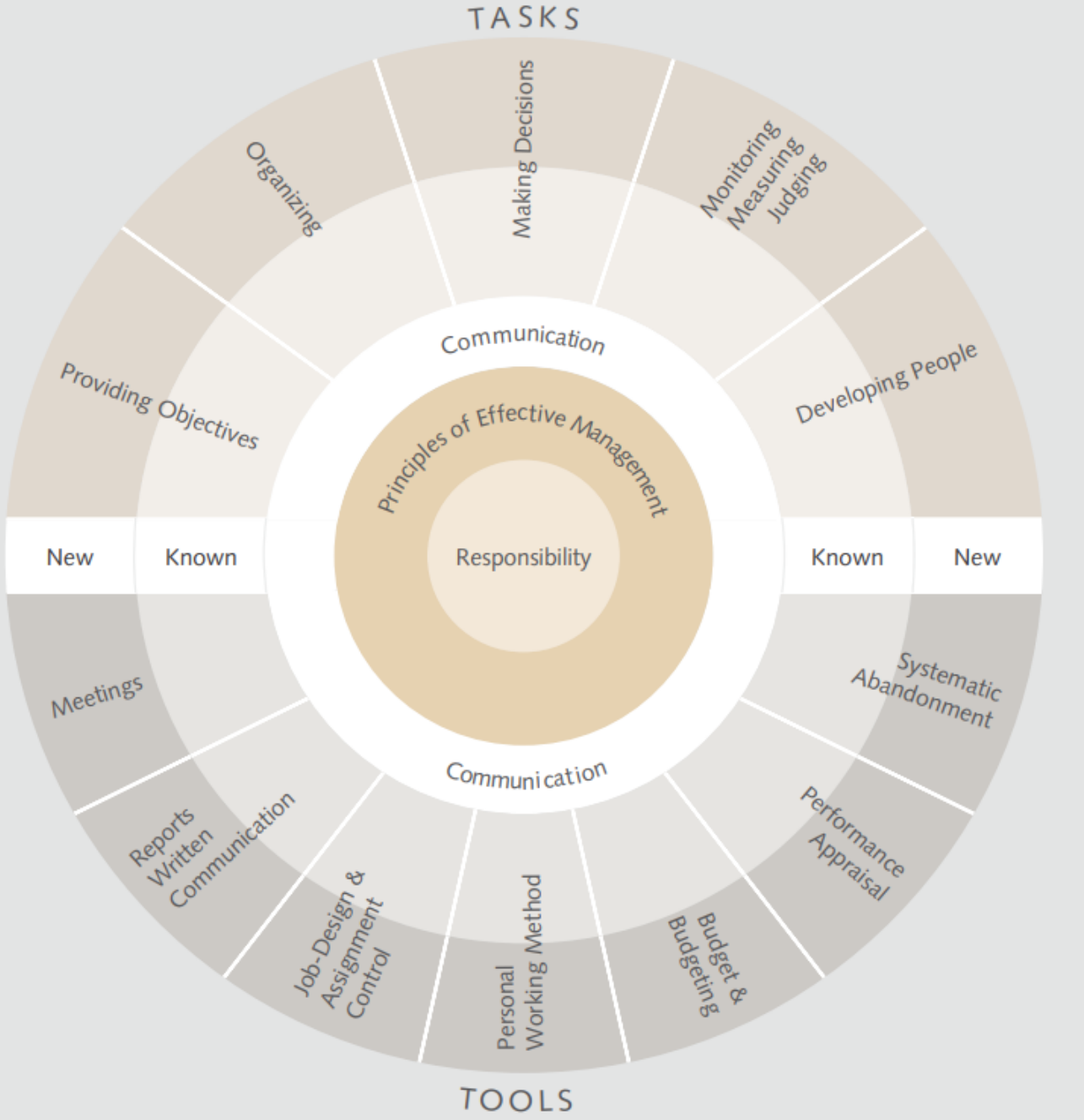
Questions?



Leadership from above: Management – Management Wheel

Fredmund Malik, Managing – Performing – Living, 2016
(Original: ”Führen, Leisten, Leben”, 2000)

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Cf. Malik, F., 2016, «Managing Performing Living – Effective Management for a New World» Campus

The Core: Responsibility

- A Manager takes responsibility for his or her actions.
- Good leaders don’t evade their responsibilities.
- “The ultimate measure of a person is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy”. Martin Luther King Jr
- Old fashioned: “character”

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The Principles of Effective Management

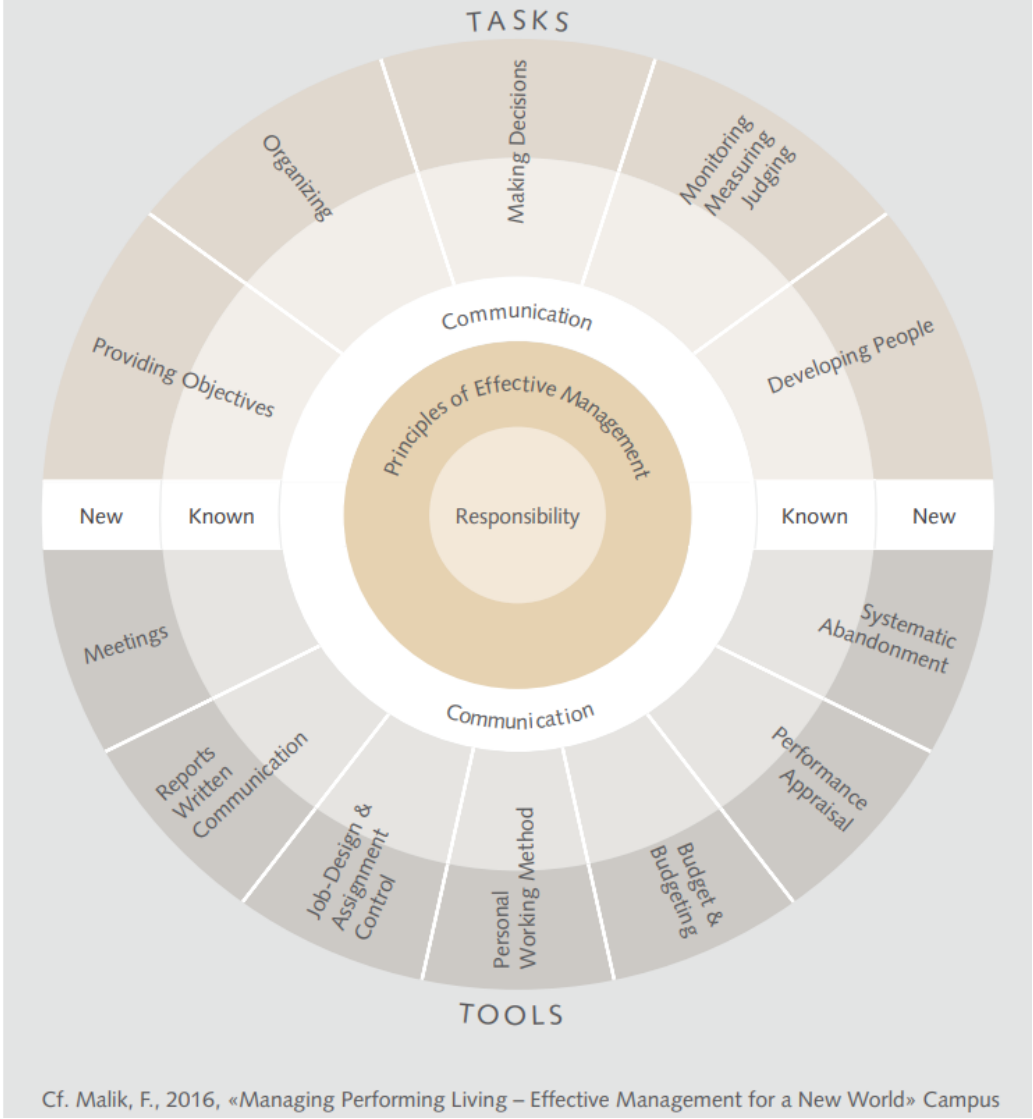
- Focusing on Results
- Contribution to the Whole
- Concentration on a Few Things
- Utilizing Strengths
- Trust
- Positive Thinking

- And of course and always: **Communication!**

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Tasks of Effective Management

- Providing (managing) Objectives ("für Ziele sorgen")
- Organizing
- Decision-making
- Supervising (mentoring, measuring, judging)
- Developing People



Cf. Malik, F., 2016, «Managing Performing Living – Effective Management for a New World» Campus

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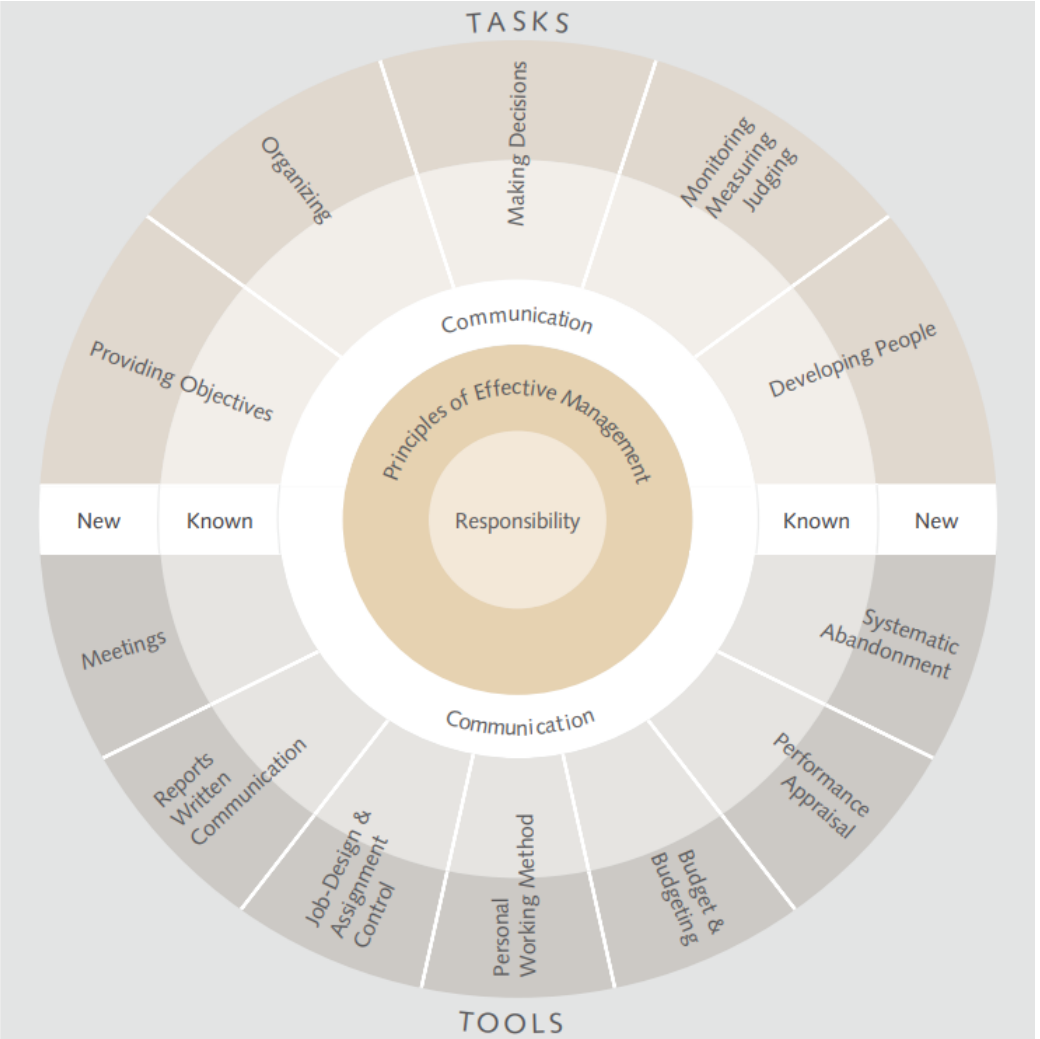
Tasks of Effective Management

- *Managing objectives* – the first task of effective management is to ensure that goals are set. These need to be the right goals and they need to be clear. They are the means to focus people and an organization – in effect, leading them.
- *Organizing* – managers need to ensure that people are working on what the customer pays for. The organization needs to be set up so people can contribute their skills to the whole.
- *Decision-making* – deciding is the core nature of leadership. It makes or breaks the manager. Even more important is the implementation of the decision and realizing the results of it.
- *Supervising* – work has to be measured and controlled so that the desired quality can be delivered. The means are many and where it is not possible to measure, the contributions have to be assessed and judged.
- *Developing people* – people are the most important part of an organization. It is a prime responsibility of the manager to develop their people – knowing them and placing them where they can contribute their strength and where their weakness becomes irrelevant.

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Tools of Effective Management

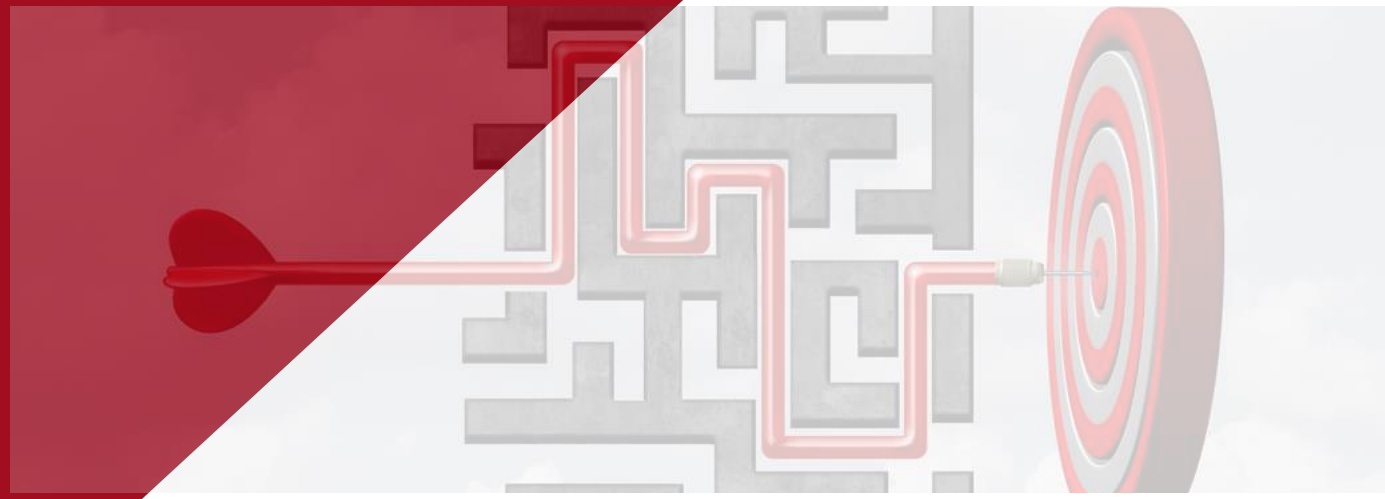
- Meetings
- Reports and written Communication
- Job Design and Assignment Control
- Personal Working Methods
- The Budget and Budgeting
- Performance Appraisal
- Systematic Waste Disposal



Cf. Malik, F., 2016, «Managing Performing Living – Effective Management for a New World» Campus



Questions?



Leadership from above: Leadership Styles

As for „Leadership“ there are multiple approaches to „Leadership Styles“

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Leadership Style

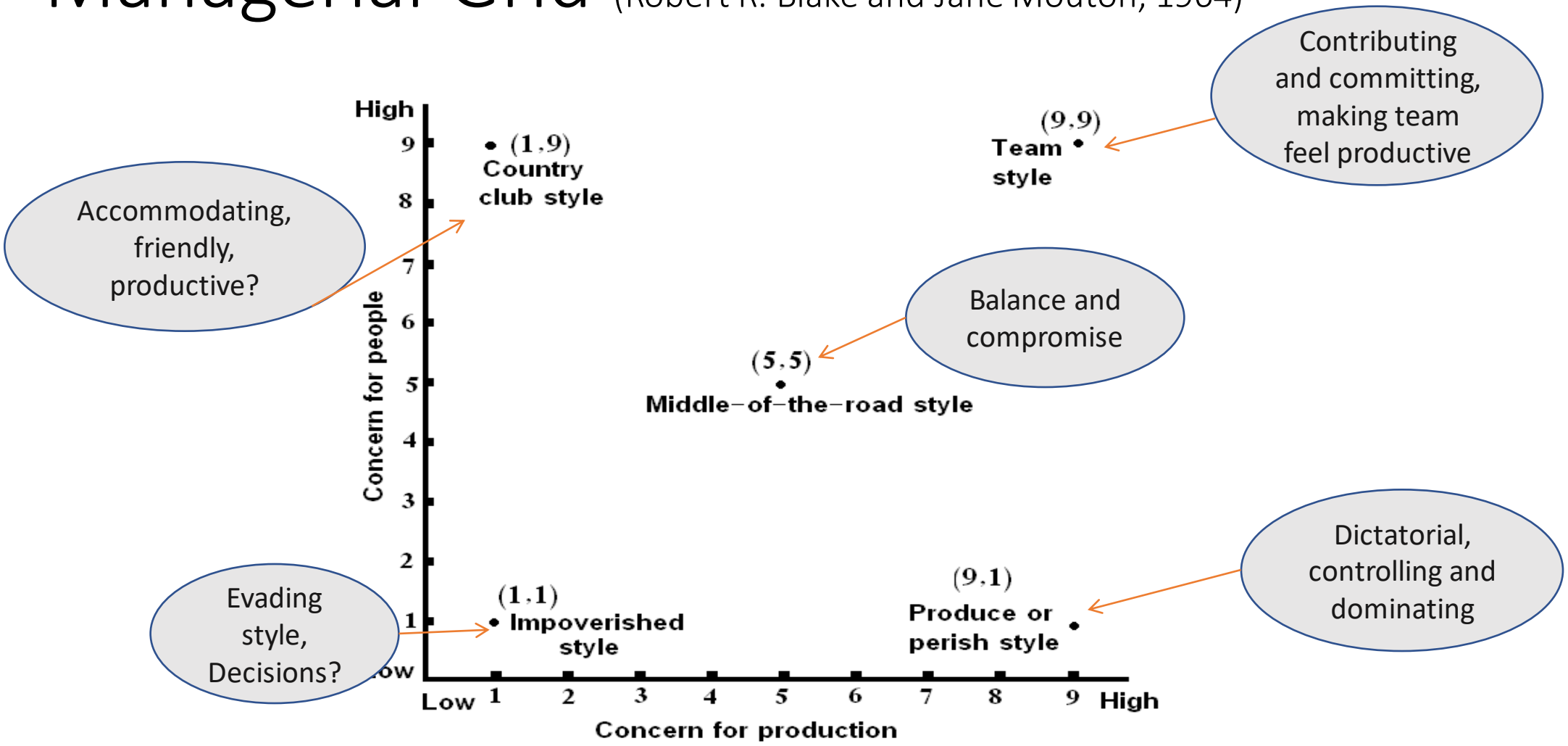
”Dangerous Words in Management” (Malik 2019)

Another quote from Malik, “Dangerous Words in Management”, 2019

- The right leadership style is among the most discussed questions of recent decades. There can hardly be a subject to which so much empirical research has been devoted, and there can barely be an executive who has not thought about this question.
- **No executive training program would be complete without it.**
- **Yet I tend to consider the subject largely unimportant**, or at any rate far less important than it is usually held to be. For this opinion, completely at odds with contemporary wisdom, I have two reasons:
- **First,** there is no correlation between style and outcomes!
  There are successful and failing examples for every style.
- **Second**, Manners and Decency matter – not style!
  It’s a matter of simple things, saying “please” and “thank you,” letting people finish their sentences, listening to them, not interrupting, not yelling, not being moody or taking it out on others.

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Managerial Grid (Robert R. Blake and Jane Mouton, 1964)



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Leadership and Emotional Intelligence

- IQ and technical skills are important,
- but emotional intelligence is the sine qua non of leadership.

Goleman, Daniel (2005): Emotional Intelligence.

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The Six Leadership Styles (Goleman)						
	Coercive (Commanding)	**Authoriative (Visionary)**	**Affiliate**	**Democratic**	**Pacesetting**	**Coaching**
The leader's modus operandi	Demands immediate compliance	Mobilizes people towards a vision	Create harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do at To, now."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performances or develop long-term strengths

From: Goleman, Daniel. "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

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Leadership styles and emotional Intelligence (Goleman, 2000)

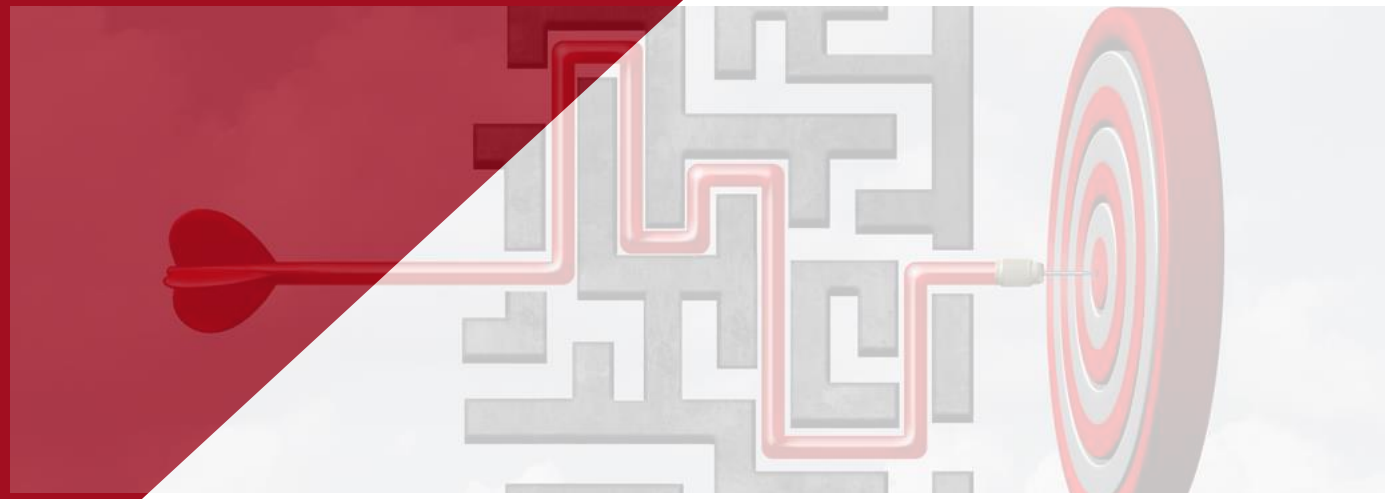


Illustration from: https://ceoworld.biz/2021/03/23/different-leadership-styles-and-why-its-important-to-master-them-all/

Following Goleman, Daniel. "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.



Questions?

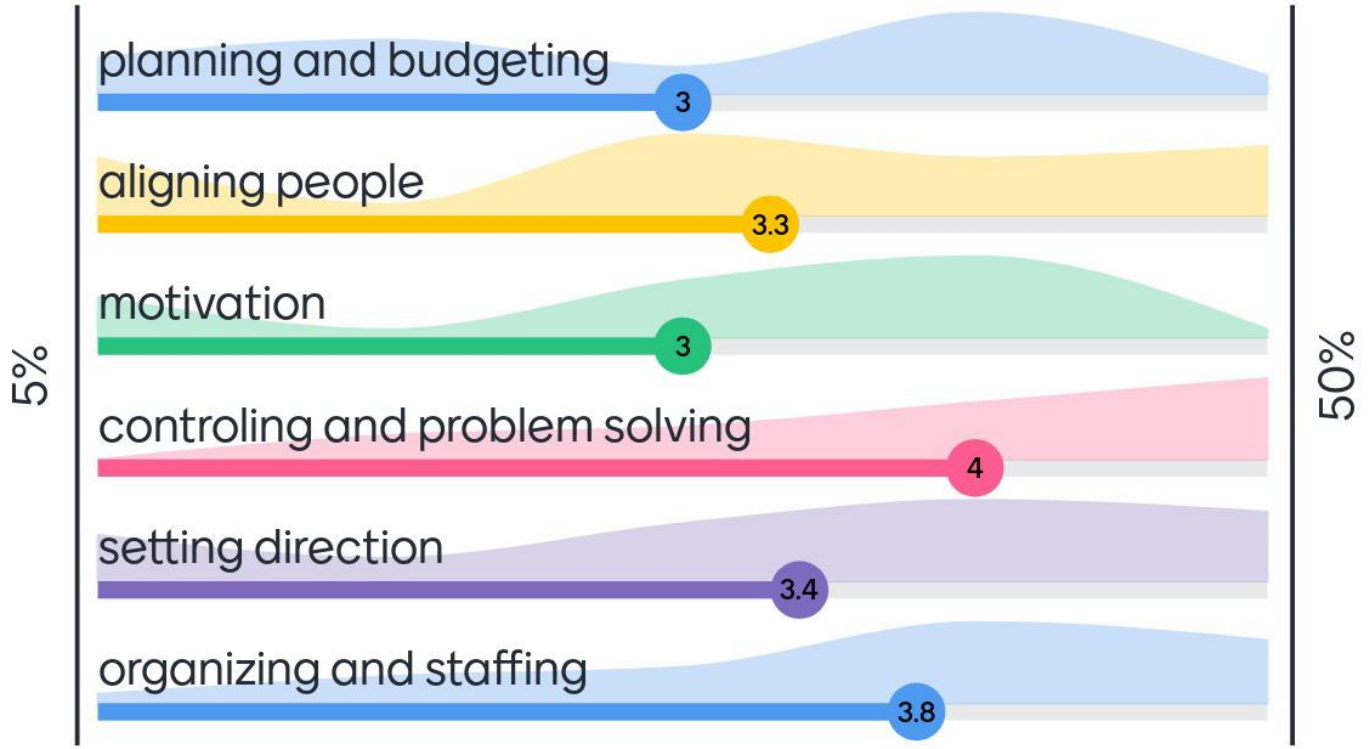


Self-Reflection
What kind of leader are you?

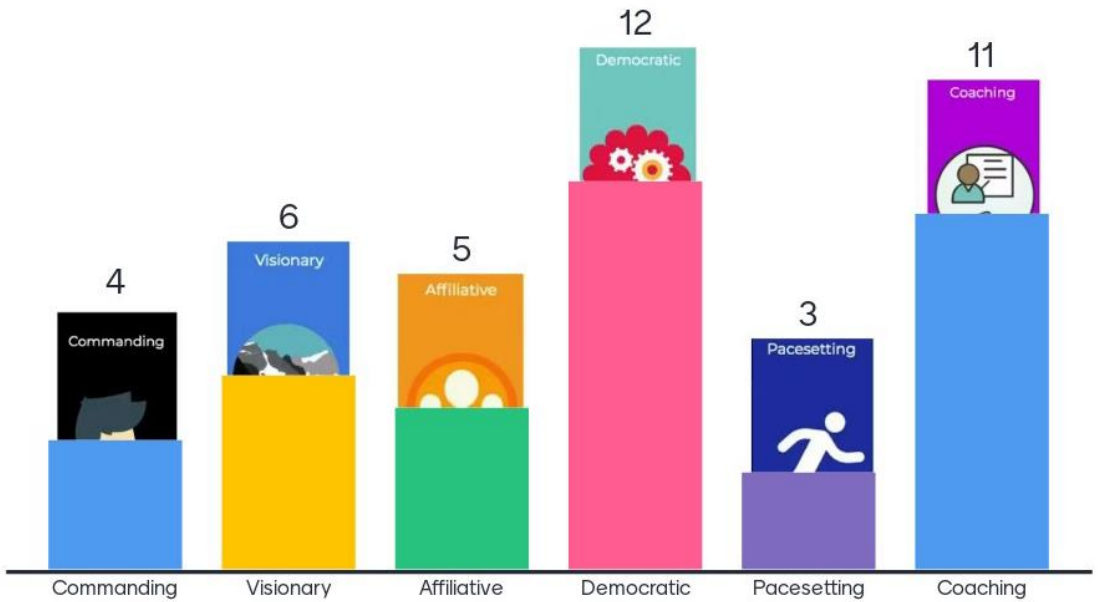


Mentimeter

What do you do on a daily basis?



What type of Leadership Styles do you use regulary?



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New research suggests
that the most effective executives
use a collection of distinct leadership styles –
each in the right measure, at just the right time.
Such flexibility is tough to put into action, but it pays
off in performance. And better yet,
it can be learned.

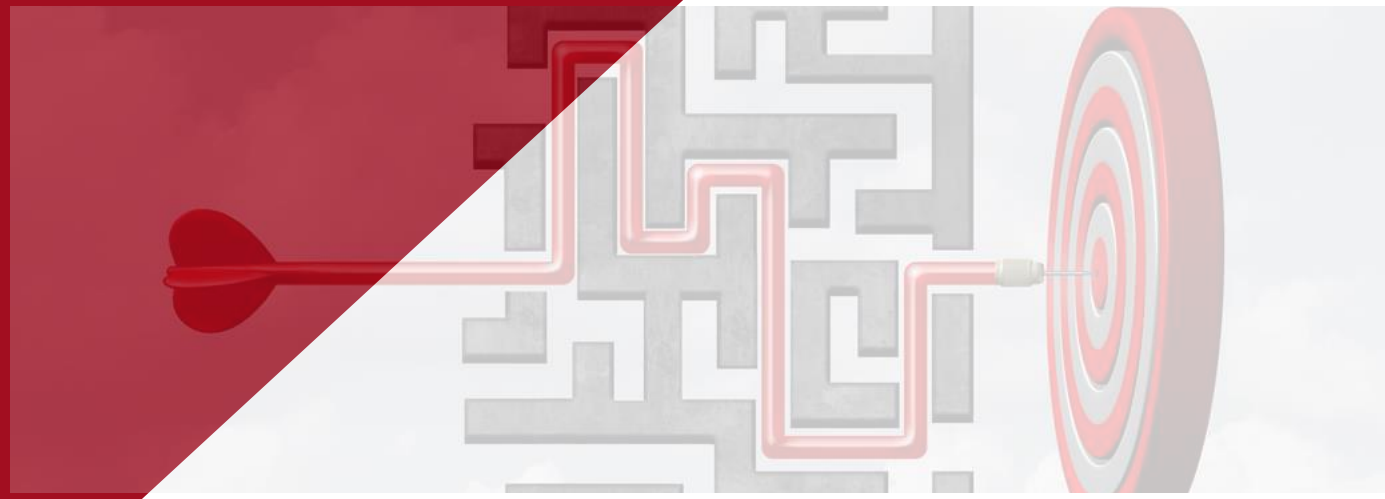
From: Goleman, Daniel. "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 78.

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Use more than one leadership style

- Build a team with different types
- Expand your own repertory → Growing Your Emotional Intelligence
- Use leadership styles depending on situation

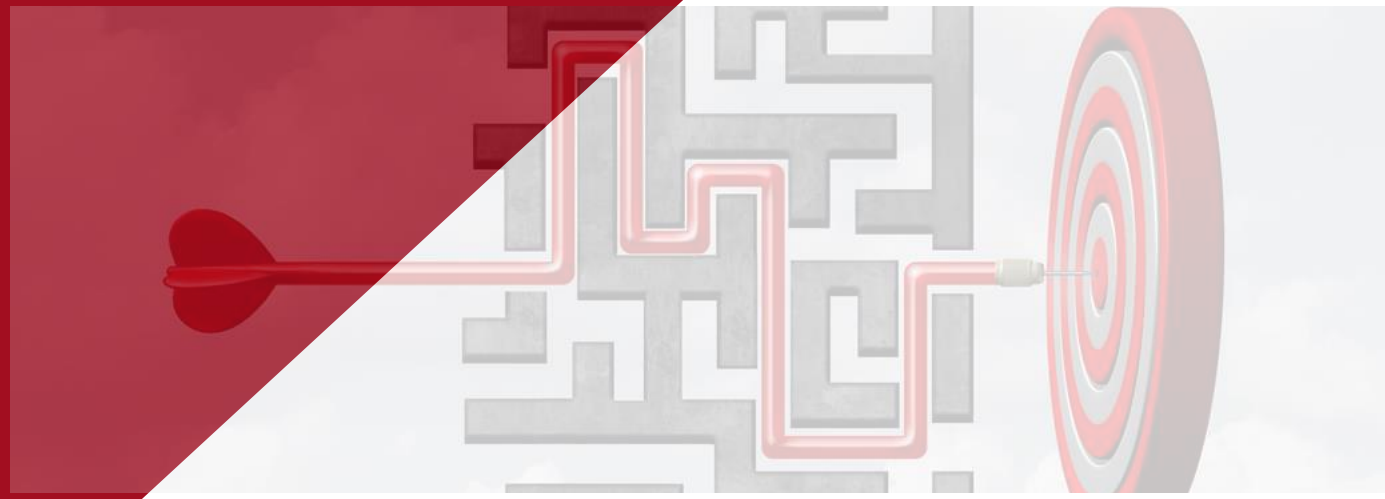
→ Situational leadership (skill/will)



Leadership from above: Situational Leadership

Dr. Kai Handel

November 22nd, 2023



Situational Leadership (a leadership style?)

Dr. Kai Handel

November 22nd, 2023

with thanks to Dr. Jutta Fedrowitz (CHE)

Question: “Which is the best leadership style?”

Answer: **It depends!**

- „Situational Leadership“ claims: **A combination of 4 styles has the highest probability of success in every situation leaders encounter.**
- Those situations are a function of the task that needs to be performed, in conjunction with the task-related ability and willingness of the follower identified to perform it.

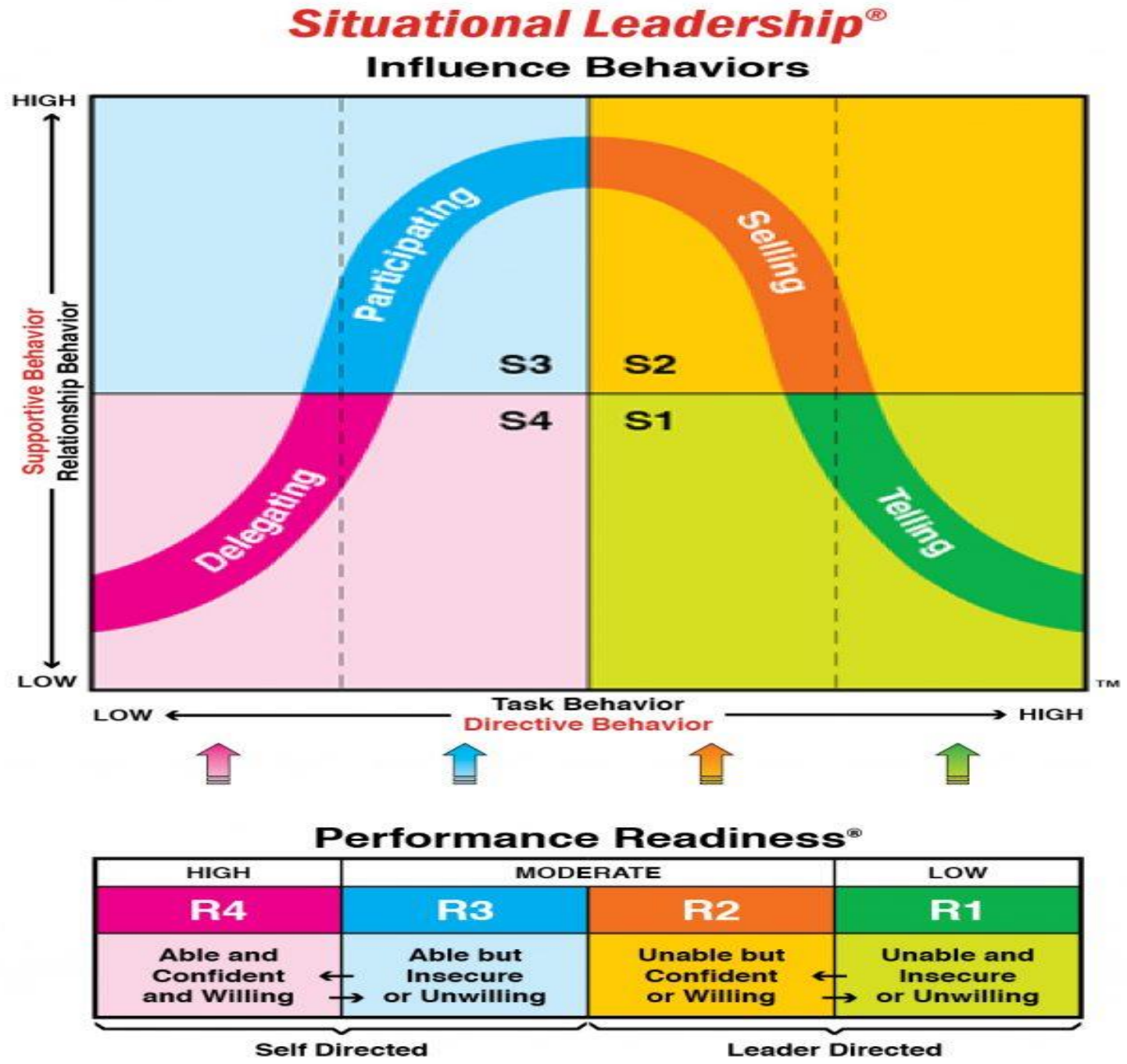
- These 4 “styles” or better “leadership behaviours” are called:
- “Telling”, “selling”, “participating” and “delegating” in the concept of “**situational leadership**”

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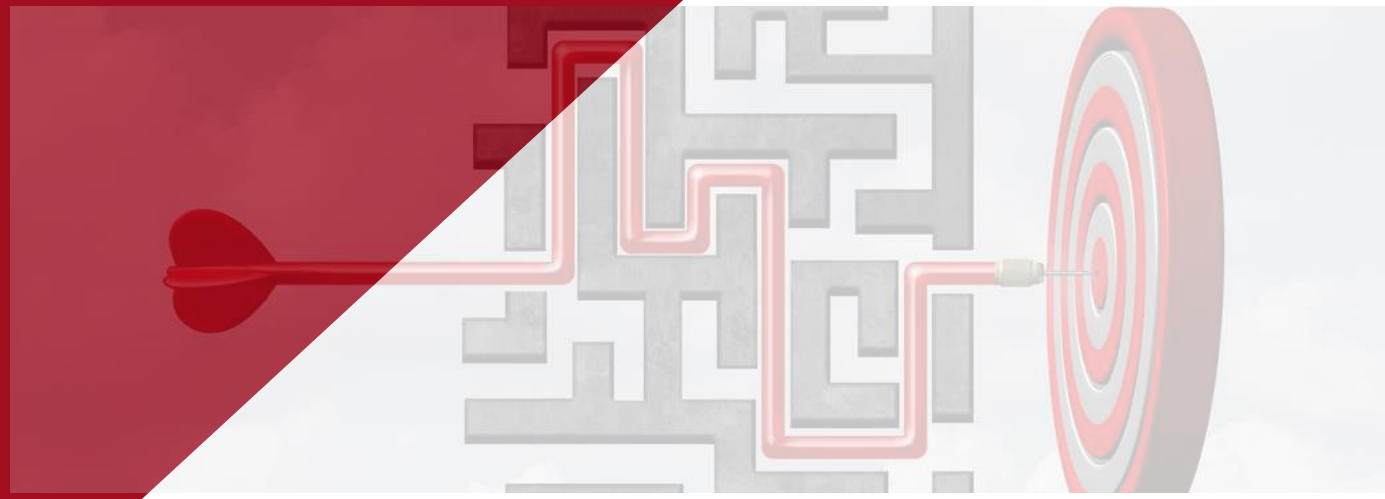
Situational Leadership

- A well known concept.
- See:
- https://situational.com/situational-leadership/

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Situational Leadership: the „Skill / Will“- Matrix

Groupwork

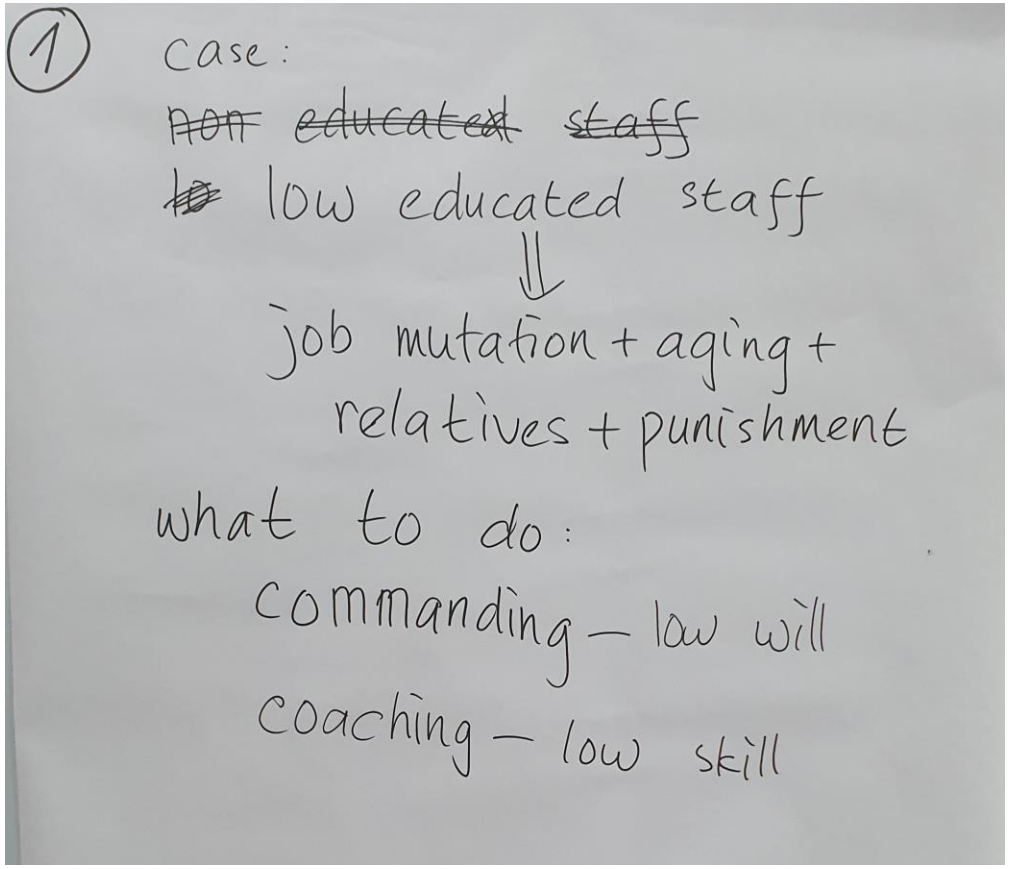
Skill/Will-Matrix

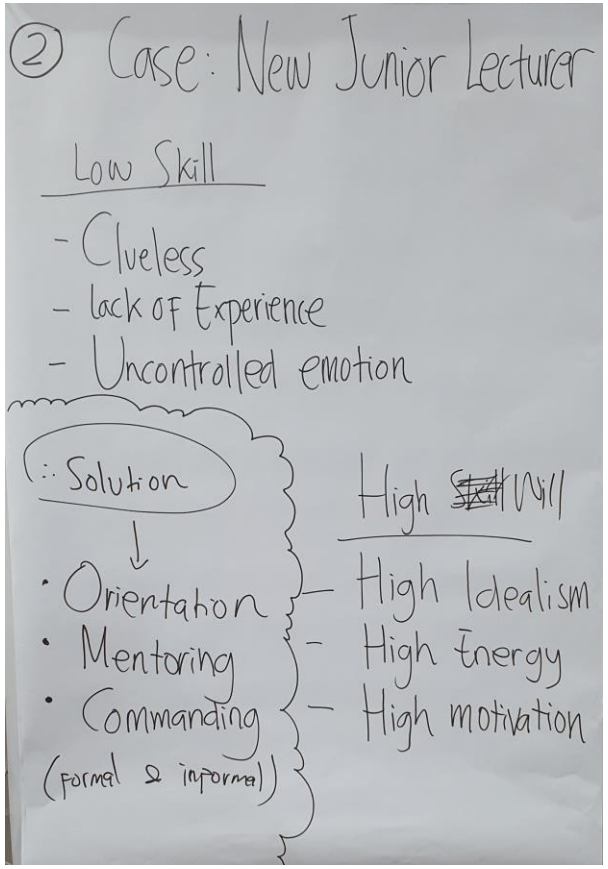
Groupwork

- 4 Groups
- Imagine one case (3-5 min)
- Choose a „rapporteur“
- Brainstorm what to do (10 min.)
- Report



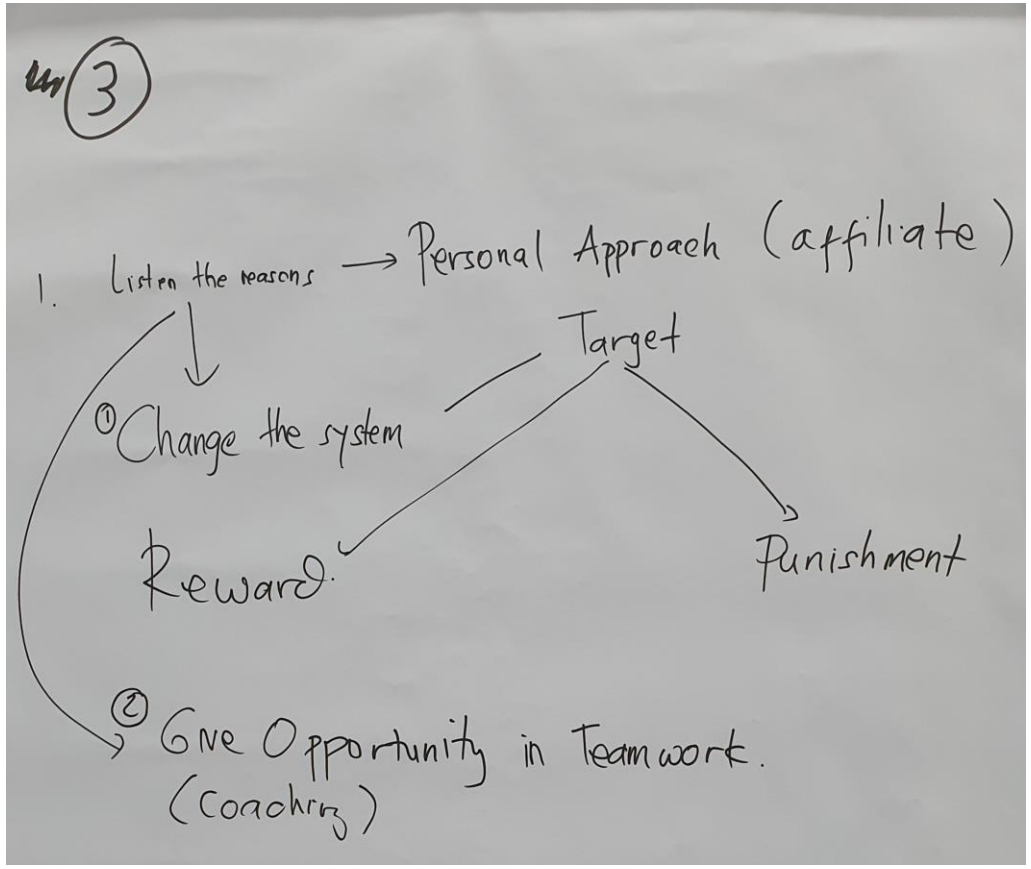
Results of Groupwork

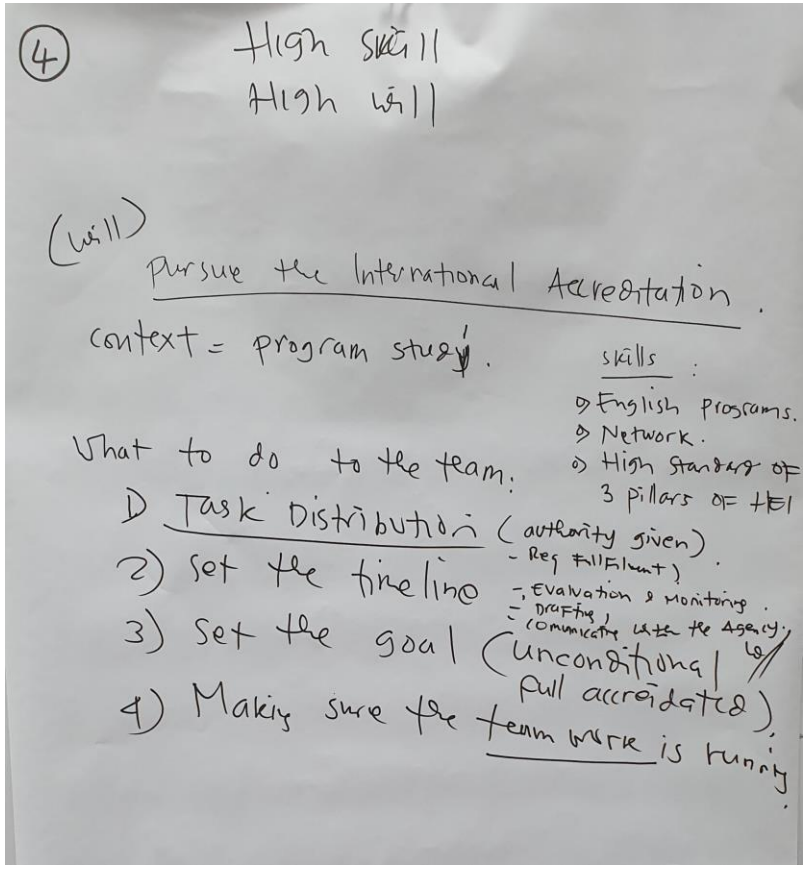




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Results of Groupwork





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Skill/Will-Matrix

- Some general remarks

High Skill	High competence and low/variable commitment: → Leader must be supportive, partly directive	High competence and high commitment: → Leader can be delegating, giving freedom
Low Skill	Low competence and low commitment: → Leader must be more directive	Low competence and high commitment: → Leader must be supportive and directive
	Low Will	High Will

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Skill/Will-Matrix

- Some more detail remarks

	Low Will	High Will
High Skill	**Participating, Facilitating, Collaborating** • Identify reasons for low will – e.g. tasks, leadership style, personal factors / reasons… • Motivate, e.g. by appreciation, perspectives • Monitor, give feedback	**Delegating, Empowering** **Provide freedom to do the job** • Set objective, not method • Praise, don‘t ignore **Encourage to take responsibility** • Involve in decision-making • „You tell me what you think?“ **Take appropriate risks** • Develop by giving more demanding tasks • Don‘t over-manage
Low Skill	**Directing, Guiding, Telling** **First build / enhance the will** • Provide clear briefing, clear instructions • Identify motivations • Develop a vision of future performance **Then build the skill** • Training • Structure tasks for „quick wins“ **Then sustain the will** • Provide frequent feedback	**Coaching, Explaning** **Invest time early on** • Coach and train • Answer questions / explain **Create risk-free environment** • to allow early mistakes / learning **Relax control as progress is shown**

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Leadership from the side: Lateral Leadership

Dr. Kai Handel

Nov. 22nd, 2023



- Hierarchical (maybe autocratic) Leadership…

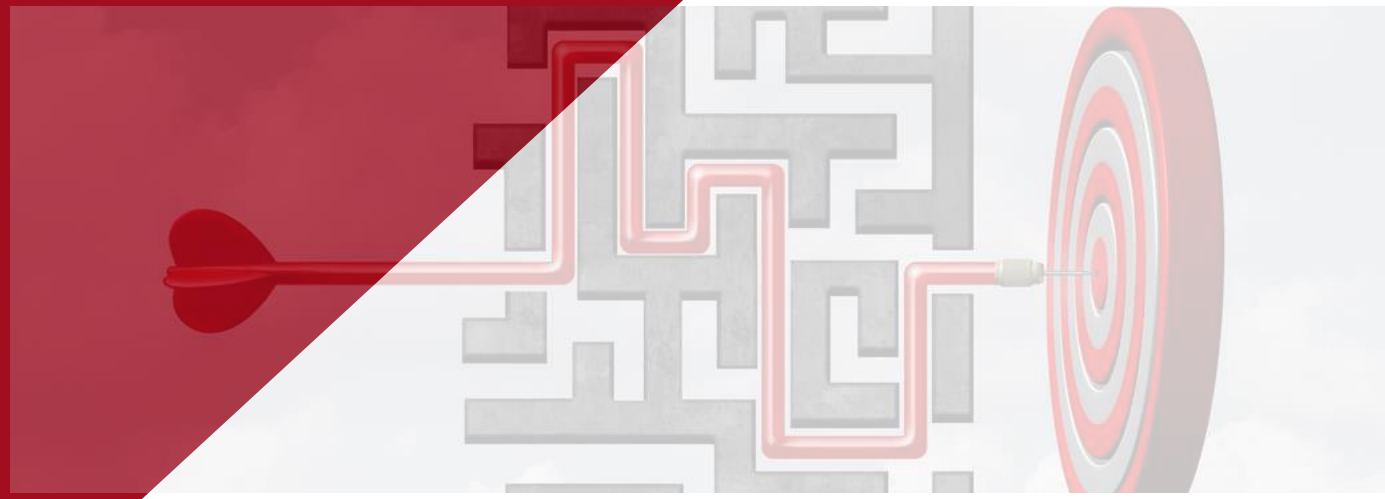


- …Lateral Leadership
- e.g. steering a process, managing a project, coordinating

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Introduction to “Leading when you are not the boss”

- A great part of the work in universities is not done in a (strict) hierarchical way – very often without formal power.
- This is also true for a great part of our “knowledge society” – for most of the “knowledge workers” authority and decision making is not accepted in the old way.
- To be able to mobilize people without formal power is a critical success factor.
- Alignment, trust and (informal) power are often named as the Pillars of lateral leadership.



How do you influence without formal authority?

"What do you do to get somebody
to do something for you/with you/for your university?"

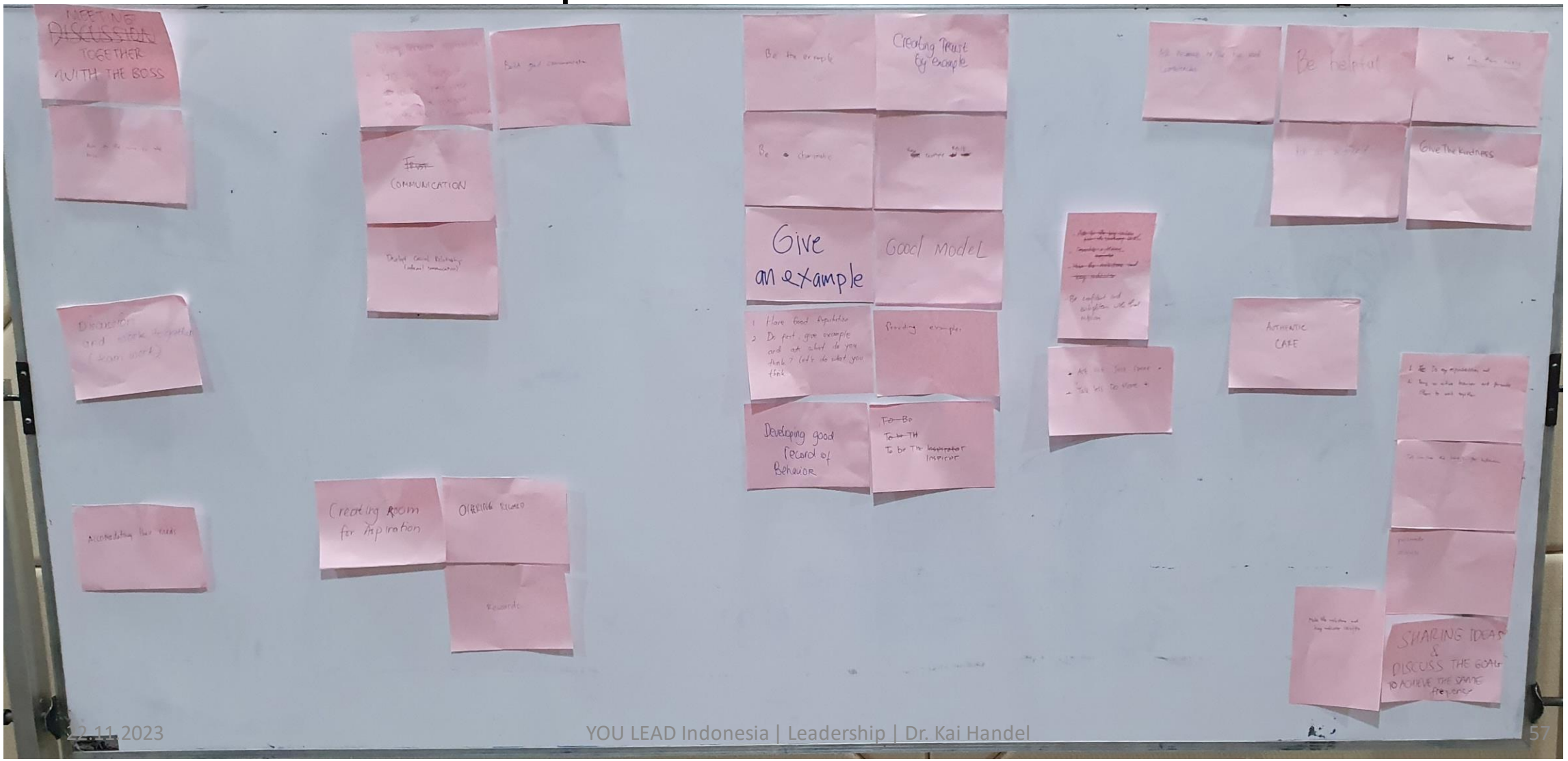


Card Collection

5-10 min.

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Results of Groupwork



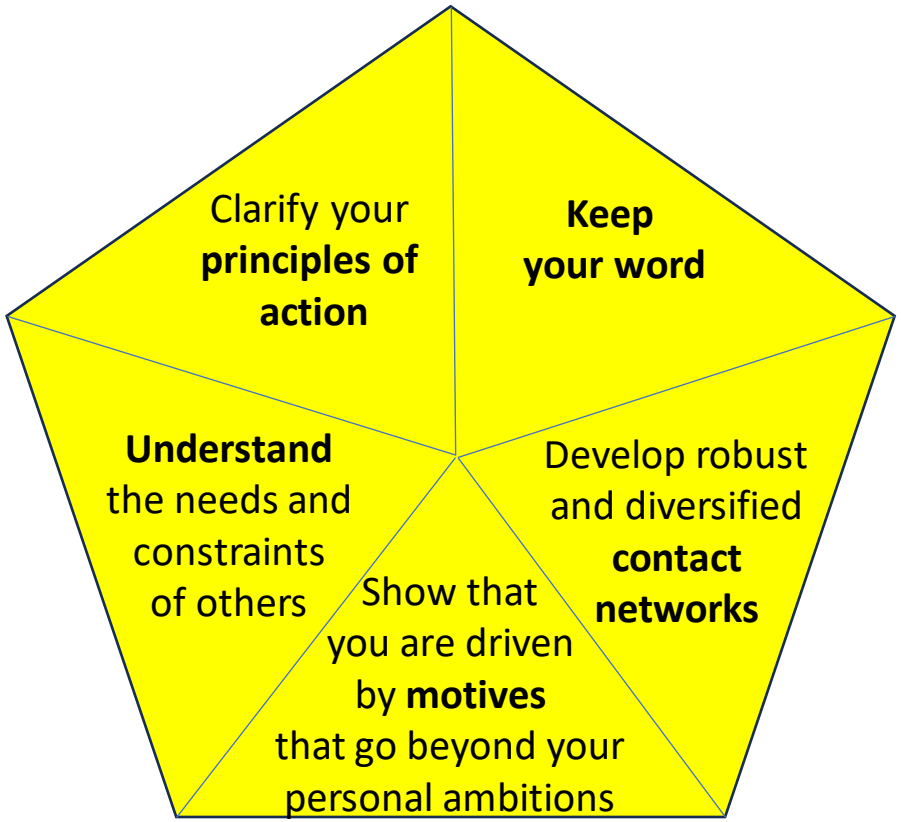
Answers from another Discussion on the subject

- Convince
  - With the shared values and common goals
- Praise
  - The abilities
  - The value of the contribution
- Inspiring
  - Motivation
  - Setting example
- Asking for help
- Explaining why this is important
- Return the favor / exchange
- Know your colleagues
  - Their interest
  - to know what might be successful

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Elements of “lateral authority”

(= Characteristic of the lateral leader as a person)

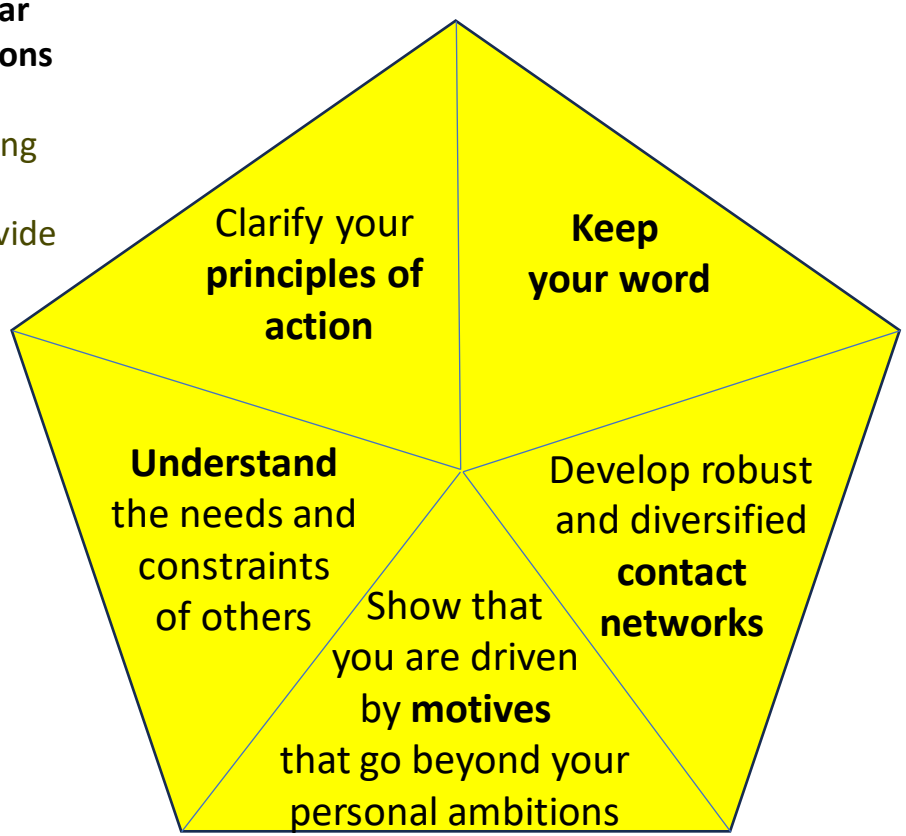


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In the absence of formal authority, **providing a clear picture straightaway of the facts driving your actions** enables you to legitimize your requests.

- Systematically evoke the broader vision supporting your initiatives.
- Keep your messages consistent over time to provide a clear sense of direction.
- Be transparent about your objectives. Everyone might not agree with you, but your frankness might be appreciated.



If you promise more than you can deliver, you won't be trusted and people won't be willing to help you out the next time. On the other hand, you will **build lasting credibility** if you are frank about your limitations and keep your word.

- Promise only what you are sure to deliver, even if this means promising less.
- Ensure that you have the required resources before making commitments.

Lateral authority depends on the ability to **create mutually beneficial arrangements**, so develop your empathy to facilitate discussions and identify persuasive arguments.

- Think about how your project could personally benefit those whose help you are soliciting.
- Ask yourself what could reinforce their position in the company or help them succeed on other projects.
- Talk about your respective satisfaction / dissatisfaction with one another.

To be persuasive and compelling**, your personal ambitions must be aligned with common goals**.

- Don't hesitate to cite your own goals, but make sure to link them to the objectives of those present.
- Use terms employed by the people you are addressing to evoke your common interests

Good interpersonal connections can help you mobilize the right resources by **providing you with needed information quickly**, and are usually a great addition to hierarchical channels.

- Develop networks connecting you with influential people inside and outside the organization.
- Take the time necessary to maintain and cultivate these networks. The required personal investment will pay off in a significant boost to your ability to coordinate action and get things done.

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To get the collaboration they need, lateral leaders must do:

(Characteristics of the actions of a lateral leader)

1. Adopt a partnership mindset
2. Integrate the objectives of the others
3. Identify suitable currencies of exchange
4. Manage the perceived balance of the relationship
5. Cultivate quality relationships

→ This are the 5 key drivers of lateral leadership!

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1. Adopt a partnership mindset

- Think in terms of making allies.
  - Pragmatically and constructively integrating the respective needs of those involved is the best way to build objective alliances and overcome interpersonal conflicts.
- If your request is greeted unenthusiastically, tackle the issue head-on.
  - Don’t pretend the problem doesn’t exist. Acknowledge it; focus on discussing your mutual needs and constraints.
- In the absence of authority, collaboration requires voluntary consent on all sides.
  - The quality of collaboration depends on large and small efforts made over time.

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2. Integrate the objectives of the others

- “You will have influence insofar as you can give people what they need.” (Cohen/Bradford, Influence Without Authority, 2005.)
  - Before requesting help, put yourself in the other guy’s shoes.
  - Analyze what you know about the person’s situation
  - Talk openly with the person
  - Read between the lines

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3. Identify suitable currencies of exchange

- There are often more ways to influence people than you think.

  - Consider not only material resources, but also social and psychological dimensions that may be valued by the other person.
  - Play simultaneously on what the other person wants to obtain – i.e. positive currencies – and wants to avoid – i.e. negative currencies.
  - Think beyond the individual to integrate what the person's team, boss, or department wants, etc.

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4. Manage the perceived balance of the relationship

- The sense that a relationship is fair is essentially a matter of perception. To manage this balance:

  - Take the time to discuss shared projects to ensure that each side is aware of the respective efforts and value created by the other.
  - Try to be frank and objective, and don't overestimate your own efforts or underestimate the value you receive,
    - as this is rarely a good policy in the long term.
  - Listen actively, because what counts is how people perceive the efforts made and the value received.

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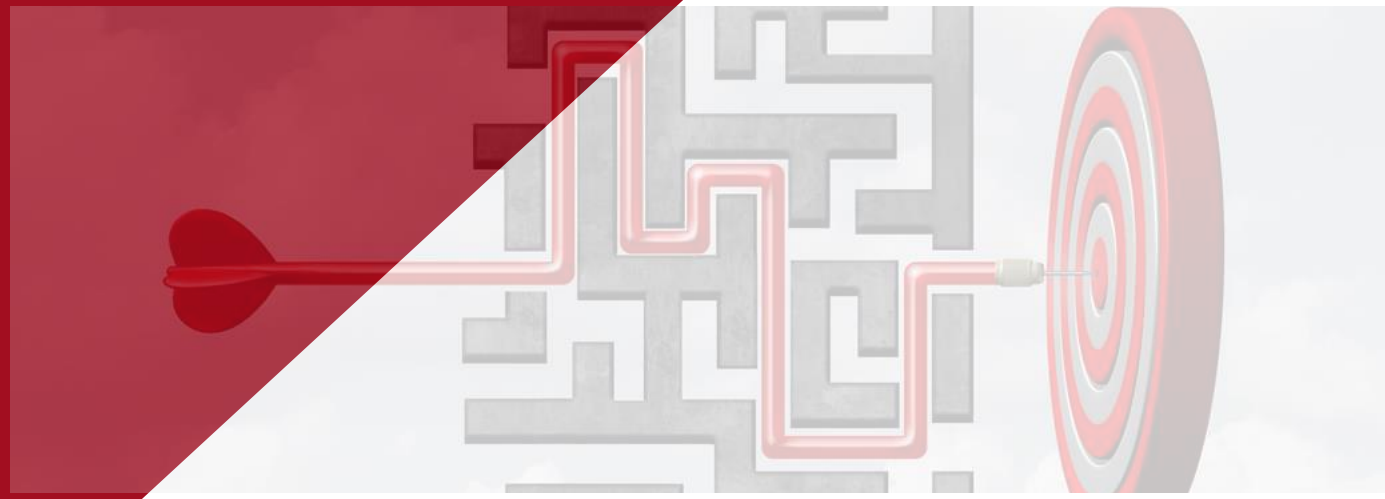
5. Cultivate quality relationships

- The interpersonal dimension plays a critical role in effective collaboration.

- Not only take, build your store of credit by making people indebted to you.

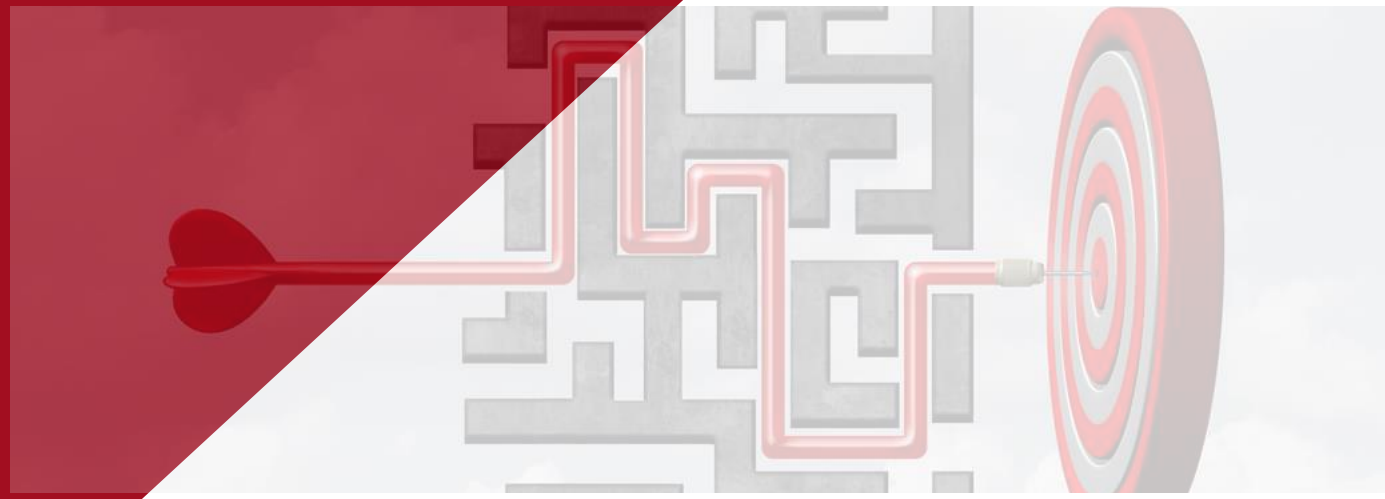
→ Maintain your "capital of influence.“ Make yourself available for small favors. This will lay the groundwork for the day you need support.

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Comments? and Question? Discussion!

Dr. Kai Handel



Transformational Leadership?

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Transformational Leadership (Internet)



https://www.simplypsychology.org/what-is-transformational-leadership.html, 17. Nov. 2023

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Transformational Leadership (Internet)



https://www.verywellmind.com/what-is-transformational-leadership-2795313 (17. Nov. 2023)

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What is transformational leadership? (ChatGPT 3.5, 22. Nov. 2023)

- “Transformational leadership is a leadership style that focuses on inspiring and motivating followers to achieve their full potential and exceed their own expectations. This leadership approach is often associated with positive organizational outcomes and the development of both the leader and the followers.
- Here are some key characteristics of transformational leadership:

1. **Vision and Inspiration: […]**
2. **Charisma and Personal Appeal: […]**
3. **Intellectual Stimulation: […]**
4. **Individualized Consideration: […]**
5. **Empowerment and Delegation: […]**
6. **Positive Reinforcement: […]**
7. **Emotional Intelligence: […]**
8. **Continuous Learning and Development: […]”**

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Thank you for your kind attention!

Dr. Kai Handel

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