

# LEADER - WHAT TO DO NOW?

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Simone Janson (ed.)



Successful Team Leadership, Employee Motivation &  
Human Resource Management, Use Leadership  
Techniques & Leadership Styles, Gain Respect as a  
new Boss

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# **Leader - What To Do Now?**

Successful Team Leadership, Employee Motivation & Human Resource Management, Use Leadership Techniques & Leadership Styles, Gain Respect as a new Boss

*Simone Janson (ed.)*

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# **Introduction: Information, Experiences of Success, Inspiration - you'll find all that in this Book**

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# **Teams as Executives: Manage Flexibly!**

*// By Olaf Hinz*

Many companies have long been aware of this: In times of increasing uncertainty, regular trend breaks and increasing complexity, it is good to organize company management in the team, instead of simply focusing on charisma.

## **1. Leadership instead of management**

Leadership teams stay on the bridge and lead from the front. At the organizational bridge, ie at the interface of the organization to the outside world, they are responsible for importing the complex and "outside" context information.

They provide the company with new, strategy, vision, market insight and vision, while the old-school management technicians continue to sit in the engine room and try to optimize the familiar.

Management teams develop their role only if they consistently adopt management tasks and instead place the task of leadership at the center of their activities. Clear roles are the necessary condition to be effective, because an effective team development process can emerge only on the basis of awareness for the distinction between role and person and the clear view of when an authentic management style becomes unprofessional.

## **2. flexible planning instead of planning**

We all know that grass does not grow faster when you pull it. Even so, the typical reaction of business leaders, after being caught "cold" by an unexpected event, is increased planning actionism (more plans, more detailed plans, long-term plans) to better control the previously insecure elements. Pure planned economy!

Plans are given a new function in the management team: they are not developed in order to implement them slavishly, but rather to be discussed, to take a position with them and to develop alternatives and scenarios. They serve to organize the debate and learning, instead of just stubbornly determining what must happen! It is good here, if you are not alone, but you can use the power of a real leadership team and do not waste time for pseudo-co-operation.

## **3. Use differences rather than pseudo-operation**

More and more companies are installing leadership teams at their helm. Often, then, there is talk of these teams having to be a club of "peers", that is, without power and influence differences to be successful. The practice shows exactly the opposite:

Many teams at the top are characterized by pseudokooperation, ie the representation of cooperation rather than the actual joint work. Effective

management teams are aware of their differences and use them. For this to happen, they face their five typical demons, which make the work of the leadership difficult: loneliness, distrust, harmony, loss of the laurel wreath, or preservation of the thorn and egoism.