

# AGILE WITH BRAIN AND LEADER

NEW AUTHORITY

# SHIP

Simone Janson (ed.)



HOW TO SUCCESSFULLY TRANSIT TO A NEW ROLE  
MODEL IN THE VUCA WORLD, ACCOMPANY CHANGE  
PROCESSES, USE PSYCHOLOGY & MOTIVATION FOR  
LEADING

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# **Agile Leadership with Brain and New Authority**

How to successfully transit to a new role model in the VUCA world, accompany change processes, use psychology & motivation for leading

*Simone Janson (ed.)*

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# **Teams as managers - 6 tips: flexible management, away with the alpha animals!**

*// 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.

## **Good leadership: the devil is in the details**

But the devil is in the details: too often, only a formal double top or management round is installed, in which the present managers represent their departments and jealously ensure that every cobbler stays with his trunks. That must also be different.

A team consisting of executives who consciously use their differences and want to overcome area boundaries is necessary for optimal leadership.

For executives who have decided to form a leadership team are not only more successful, but also more relaxed, in many ways less burdened and personally more satisfied than those groups of managers who only see themselves as a "management round".

## **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.

### **4. Power and influence rather than authority and alphas games**

If leaders want to be a leader, it is quite normal to see friction in the course of the process. By entering into a joint management, each executive gives up a part of their autonomy, worries about their interests and fears loss of power and influence. The relaxed handling of power and authority is indispensable for an effective leadership team.

The higher quality of leadership teams towards individuals is just as leaders regularly go through common reflection loops, effectively learning how to control dysfunctional authority and the dark side of power in their behavior. Therefore, it is important not to play games with the existing power and influence differences in the team, but to arrange a binding deal. "Tricky" is then finally discussed in a joint dialogue rather than in bilateral background discussions. Alpha posturing is deliberately used where it is useful and real opposites are so sharpened that they are held with appreciation and appreciation of each other's performance.

### **5. Effective information policy instead of staraluer**

Leadership teams deliberately plan the staging of their information policy and do not just talk about it. The classic pattern of the all-star appeal that always occurs when executives focus primarily on how they "arrive" in person, they encounter