

Networked teams & agile leadership role, psychology & no fear of
change management, new authority & relevance for executives

LEADING WITHOUT
**HIER
ARCHY**
THE END OF A
SUCCESS STORY

Simone Janson (ed.)



Best of HR – Berufebilder.de®

Leading without Hierarchy - the End of a Success Story

Networked teams & agile leadership role, psychology & no fear of change management, new authority & relevance for executives

Simone Janson (ed.)

Published by Best of HR - Berufebilder.de®

Table of Contents

Imprint

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

Achieve Goals Interactively: Awards, Press Reviews, Customer Feedback
Your Benefit in concrete Terms: Content, Organization and Structure of the Book

Information as desired with Membership Discounts, eCourses, Workbooks,
and custom, individual eBooks

Successfully use the AI Extension to the Book for your Goals and to make Money

Experience Success and Inspiration: Discover your Way and support Sustainability

Hierarchies in the change process thanks to Twitter & Co: like a bitter pill // By Simone Janson

TALK | Specialist author Katharina Daniels about change processes in companies: “Managers have to become generalists and gardeners” // By Simone Janson

Manage projects instead of managing: what makes successful project captains // By Olaf Hinz

Employee motivation for managers: sense and nonsense of hierarchies // By Michael Hübler

Optimal leadership: take all employees with you? // By Roland Jäger

Concepts for Failure Risk and Wrong Decisions: The Illusion of Control // By PD Dr. York Hagmayer

Agile leadership and the end of the hierarchy: trust wins // By Roswitha A. van der Markt

Healthy Leading and Communicating: 5 Tips for Leadership Hierarchies // By Angela Dietz

Innovation Future trends and new patterns of thinking: the power of organization // By Dr. Stefan Kaduk

Donald Trump and the CEO syndrome: bosses do not want bad news // By Professor Dr. Michael Watkins

Implement projects instead of failures: 6 SAU traps as the cause // By Elmar Lesch, Ralf Koschinski

Organizational development and hierarchy: In 2 X 9 steps fit for the digital economy // By Anne M. Schüller

Conclusion: How to expand your Knowledge and Experience with interactive AI and discounted Add-on offers for free.

Authors Overview

Anne M. Schüller

Elmar Lesch

Ralf Koschinski

Michael D. Watkins

Dr. Stefan Kaduk

Angela Dietz

[Roswitha A. van der Markt](#)

[PD Dr. York Hagmayer](#)

[Roland Jäger](#)

[Michael Hübler](#)

[Olaf Hinz](#)

[Simone Janson](#)

[Profound Expert Knowledge, Quality Assurance and AI: The Concept of Publisher
of the Year Best of HR - Berufebilder.de®](#)

[Appendix: Tips and Prompts for using the AI Extensions](#)

Imprint

The German National Library lists this publication in the Deutsche Nationalbibliografie; Detailed bibliographic data are available on the Internet at <https://dnb.dnb.de>.

ISBN of the German eBook edition: 9783965961562

ISBN of the English eBook edition: 9783965961579

German website of the publisher: <https://berufebilder.de>

English website of the publisher: <https://best-of-hr.com>

Leading without Hierarchy - the End of a Success Story

4th completely revised and extended edition, 10.01.2024

©2024 by Best of HR - Berufebilder.de®, a brand of Janson Pressgroup Print & Online

Published by Simone Janson

Duesseldorf, Germany

Concept, editing, graphic design & layout: Simone Janson

Cover design with Canva

eMail: publisher@best-of-hr.com

For your [successful, fulfilling life](#), the information you truly need: State-funded publisher, awarded the Global Business Award as [Publisher of the Year: Books, magazines, eCourses, data-driven AI services](#). Print and online publications, along with the latest technology, go hand in hand - with over 20 years of experience, partners such as the [Federal Ministry of Education](#), customers like [Samsung](#), [DELL](#), [Telekom](#), or universities. Behind it all is [Simone Janson](#), a German [Top10 blogger](#), referenced in [ARD](#), [FAZ](#), [ZEIT](#), [WELT](#), [Wikipedia](#).

All books are published in German and English. We take our responsibility to deliver well-researched and reliable information very seriously. Therefore, the publisher follows a dedicated concept for quality assurance and compliance, where the expertise of renowned experts goes hand in hand with the latest AI technology for information analysis and text optimization. If you have any further questions, you can read the corresponding chapter at the end of the book.

All works of the publishing house Best of HR - Berufebilder.de®, including their parts, are protected by copyright. Any use outside the narrow limits of the copyright law is not permitted without the consent of the publisher and the author. This applies in particular to the electronic or other reproduction, translation, distribution and making publicly available.

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

Dear readers,

glad we could convince you of the 4th, significantly extended edition, like thousands of readers before. Because this book makes your success tangible: In the following pages, you will not only encounter expert knowledge, but also a wealth of practical tools and resources that can help you achieve your goals and realize your full potential.

Achieve Goals Interactively: Awards, Press Reviews, Customer Feedback

For its interactive concept, the publisher was not only awarded the Global Business Award as Publisher of the Year by Corporate Vision Magazine and supported by the Minister of State for Culture and Media of the Federal Republic of Germany, but also repeatedly recognized in renowned media such as **ZEIT**, **Süddeutsche**, **personalmagazin**, or the special magazine **Personalführung**. For example, the **FAZ**, one of the most influential Newspapers in Germany, attests to us "good actionable tips" and customers like the **Press and Information Office of the German Federal Government** are enthusiastic. You can find many more reviews as well as information on free review copies at <https://best-of-hr.com/press/>.

Renowned experts from various fields - overview in the table of contents - have compiled their expertise and experiences to provide you with valuable insights and advice, practical and condensed. As a reader, you will also receive working materials as part of your book purchase, which you can download for free at <https://best-of-hr.com/academy/>. In addition, workbooks are available to help you reflect on the inspirations from this book.

All readers who are looking for individual solutions also have the opportunity to use the AI extensions and consulting tools free of charge within the framework of AI Extended Books, for which we usually charge a monthly subscription fee. Our interactive success advisors and other AI-supported tools are at your disposal to provide you with tailored advice and recommendations that are tailored to your individual needs. Use these tools to drive your success and achieve your personal goals.

In addition to this wealth of inspiration, we want you to experience and enjoy your success: As a reader of this book, you will have access to a variety of exclusive services that will help you live well and successfully according to your wishes: from inspiring reader trips, where you have the opportunity to discover new places and exchange ideas with like-minded people, to lifestyle products that are

specifically tailored to your needs, we want to ensure that you make the most of this reading experience.

Your Benefit in concrete Terms: Content, Organization and Structure of the Book

Briefly and concretely this is your benefit from this book: You support certified climate protection projects, quickly receive compact information and checklists from experts as well as access to AI extensions and the possibility to individually live your inspirations as an experience. Because our view of leadership must and will change significantly in the coming years: The hierarchical top-down model still dominates our thinking and acting. But what was still highly efficient yesterday is not useful in the complex, dynamic VUCA world of tomorrow, because bosses as individual decision-makers no longer have the knowledge to make the right decisions. Successful companies must work flexibly, agile and networked in the future - keyword holocratic leadership. Only then can they master the challenges of digitization, efficiently analyze and process the immense data streams. The leadership skills in tomorrow's companies will therefore lie in networked teams rather than in individuals and will be subject to constant change.

You will receive valuable resources through this [unique publishing concept](#) that will enhance your knowledge, stimulate your creativity, and make your personal and professional goals achievable. This allows you to discover new ways, expand your thinking, and improve your skills to experience success. You will receive concrete advice, proven methods, and strategies to overcome challenges and overcome obstacles. By providing specific action steps and practical guidance, you will learn how to define your goals and develop plans to progress step by step. The clear structure and our special, highly detailed table of contents support you in quickly finding the desired information and implementing it directly into practice.

This is not only contributed by the expert articles of renowned experts but also by numerous inspirations from successful managers, entrepreneurs, and other exciting personalities. Their stories and experiences serve as vivid examples of how challenges can be overcome and goals can be achieved. Through their inspiring narratives, you gain insights into proven strategies and practices that you can apply to your own situations. Different, and potentially contradictory, aspects of the topic are deliberately addressed. This allows you to examine, reflect on, and weigh the various pros and cons optimally. This ultimately enables you to gain different perspectives and improve your knowledge to develop a deeper understanding of complex topics and find innovative solutions.

Information as desired with Membership Discounts, eCourses, Workbooks, and custom, individual eBooks

Under the motto *Information as desired*, we also provide you with exactly the information you have been looking for. The book also includes an e-course with a worksheet for you to work through, which you can receive for free as a reader in

our Academy at <https://best-of-hr.com/academy/>. You can find out how to access it in the book's conclusion.

Our Academy offers you the opportunity to continuously expand your knowledge and skills and engage with like-minded individuals. By participating in our online courses and interacting with experts and other learners, you can achieve your professional goals and advance your personal success. We believe that inspiring experiences and continuous learning are the keys to long-term success. Therefore, we invite you to explore our Academy and benefit from the diverse learning opportunities.

In addition, the Workbook Success Planner is the perfect complement to the guidebooks. This workbook helps you successfully implement the inspirations and tips from our books, step by step and day by day, whether it's about career goals, decision management, or financial planning. You can either print the Success Planner yourself or order it as a bound book. Each workbook comes with a free eBook.

Do you want a personalized eBook topic or an e-course on a specific subject? You can also find that in our publishing house at <https://best-of-hr.com/publisher/>. We will create your personalized eBook on a topic of your choice upon request. In the Academy of Best of HR - Berufebilder.de®, you will also find email courses with individual assignments, personal support, and certification.

As a book reader, you not only have the advantage of gaining information and new insights but also enjoy financial benefits that come with purchasing our books. As a [newsletter subscriber](#) or [registered member](#), you will receive a 50% discount on all e-courses and a 20% discount on all other books as a member edition. You can find the books at <https://best-of-hr.com/shop/books/>. The coupon code is sent weekly via the [newsletter](#). Additionally, there is the Premium Membership, a paid flat rate for one year, which includes all learning materials, downloads, and premium articles.

Successfully use the AI Extension to the Book for your Goals and to make Money

For those seeking further individual guidance and services, our concept of *AI Extended Books* offers the potential to analyze information, gain valuable insights, and show paths to achieving your individual goals. By utilizing AI in your work or personal life, you can gain many benefits and work much more efficiently. Through our AI solutions, you will discover new ways to explore your horizons in innovative ways. And the best part is that this service is free for you as a book buyer. In the appendix of the book, you will find a detailed explanation and numerous application examples to facilitate your successful handling of AI.

Our interactive [AI-assisted consultant](#) is there to assist you with any questions regarding success, career, and personal development. Our [AI-eTutor](#) supports the

learning experiences from our academy with individual exercises. And the interactive [travel planner](#) helps you plan individual moments of success.

One of the greatest strengths of AI is its ability to process large amounts of data and recognize patterns. By using machine learning algorithms, AI can learn from this data and make predictions. This enables you to make informed decisions, optimize your strategies, and even solve complex problems. Whether it's your personal career management, optimizing communication processes, or improving work efficiency - AI can help you achieve your goals more effectively.

With the AI tools from Best of HR - Berufebilder.de®, you can even earn money. This is done through an affiliate program, a marketing strategy where companies collaborate with affiliates to promote and sell products or services. Affiliates are individuals or companies that act as partners and receive a commission for every sale or action they generate. To participate in our affiliate program, please register [for our partner program](#).

Experience Success and Inspiration: Discover your Way and support Sustainability

But that's not all! We want to offer you a very special opportunity that will make your journey to personal growth and success even more unforgettable. Because we know that it's not just about reading, but also about experiencing and applying what you've learned. That's why we want to offer you exclusive vouchers for suitable trips and other items that perfectly match your chosen guide. To achieve this, we work with numerous network partners in accordance with our compliance guidelines.

So imagine putting the inspiring wisdom of your book into action while creating unforgettable memories at the same time. Whether it's a relaxing break at a wellness resort, an adventurous trip into nature, or a workshop that further develops your skills - with our specially selected vouchers, you can put what you've learned into practice directly and enjoy unforgettable experiences at the same time.

Let yourself be inspired by our guides and discover the possibilities that await you. Because we believe that true change doesn't just happen in the mind, but also in the heart and in action. So get ready to elevate your life to a new level with individual moments of success and make your dreams come true. By the way, 5 percent of your purchase goes to non-profit organizations that are dedicated to projects such as reforestation and climate protection.

So you see: from cost savings to access to knowledge and education, to the opportunity to experience and live your own successes, to inspiration for entrepreneurial activities, and the possibility to earn money with our publishing house - reading our books can provide you with financial benefits in various ways.

Hierarchies in the change process thanks to Twitter & Co: like a bitter pill

// By Simone Janson

Companies have always had many reservations about social media: their main fear is the lack of controllability of their employees. But the managers will have to swallow the pill, because the new forms of communication break up old hierarchies and structures.

The fears of business

Understandably, a company also has to pay more attention to legal requirements such as a legal notice, data protection regulations or liability issues than individuals. In addition to legal concerns and security issues, companies fear above all the lack of control over what their employees are doing.

These are fears that are slow to break out and that go much further in some companies: In many places, firewalls are used to prevent employees from using social media services such as Twitter at all because they do not want to waste valuable working time.

Control prevents information flow!

Apart from the fact that these regulations can be easily circumvented with smartphones - unless you also carry out bag checks - companies naturally cut themselves off from the flow of information on the Internet. And from that growing group of professionals of the digital-native generation, for whom social media simply belong - as a working tool. Because Twitter enables a much faster exchange of information than, for example eMails and is not limited to only sender and receiver. In addition, tweeting is spontaneous - this is exactly what makes the communication so authentic.

It is clear that this open communication behavior bites among peers with the hierarchical control and instruction structures of traditional companies. Because in many companies, the blessing from above must be obtained for every message that is given outside. Even if, of course, hastily tweeted internals could influence the share price or justify liability claims of third parties: it would be better to specify clearly defined regulations, which may be tweeted and what not, and then let the employees act on their own responsibility. However, trust is needed here. In contrast, control anger and protracted release processes virtually prevent Twitter in companies. Because real live communication can not work that way, of course!

Example: Daimler

The strategy of Daimler was an example of good approaches, which, however, did not yet represent an optimal solution: The group regularly tweets news from the company on a news channel, but does not entirely engage in dialogue with its followers. There is also a second account, on which three employees regularly tweet to live events and also respond to inquiries.

The reason for the division into two was certainly that a handful of employees at an international corporation cannot answer all questions about the entire company immediately - on the one hand for reasons of clarity, but on the other hand also because they are not allowed to freely disclose all information. Therefore, you are limited to a certain area and a manageable number of followers. The efforts also appreciate this: The interest in the dialogue channel is far greater than in the pure company news. For Uwe Knaus, who launched the first corporate blog for a DAX company at Daimler two years ago, social media and Twitter also offer other advantages.

Krisenkommunikation via Twitter

In an interview that appeared on a blog a few months ago, he said: “My personal opinion is that the 'social' in social media does not stand for social, non-profit or even charitable. Rather, it means the diverse conversations that take place in a network and are not always easy to locate. This development requires professional listening - some call it monitoring.

Now that I know where and how people are talking about my company or my brands, social media offers me numerous opportunities to participate in these discussions. ” One possibility that the company made use of recently when Daimler was in the media pillory because the company takes blood samples from applicants. Daimler responded to the many critical inquiries with a blog post, which was published on Twitter, among other things. The crisis communication was probably not satisfactory for every critic, but the positive reactions in the social media scene showed that the company's efforts to be open were generally recognized.