

LEADERSHIP EVOLUTION

A PROJECT FOR A NEW LEADERSHIP CULTURE
BY MATERNE TRAINING



**PREMIUM PARTNER OF THE GERMAN EDUCATION
AWARD**



The German Education Award was founded by the TÜV Süd Academy in 2012. The first award ceremony took place in 2013. The award honours companies in five different categories (grouped by industry and size) for the most professional and strategic training and talent management. The companies are scrutinized in extensive audits according to several criteria.

The evaluation focuses on aspects such as sustainability, creativity, innovation and how future-oriented the training approaches are.

All over Germany, the TÜV Süd Academy searched for partners in the fields of soft skill, language and IT training to find those whose services align most strongly with these criteria.

The TÜV Süd Academy actively selected us as a premium partner for soft skill training in 2014, 2015 and 2016 because our philosophy, approach and training methods best embody the aspects mentioned above.

We are very proud to have been chosen and view it as recognition for the quality, sustainability, creativity, innovation and orientation to the future that characterise our training services.



Materne Training has developed a concept to enable companies to live a new kind of leadership culture.

Crucially, this requires scrutinising your existing corporate leadership culture and being prepared to deal with the fundamental challenges contained in this question:

“How do you define good leadership in the year 2020?”

We hope that you will take our following ideas as food for thought and use them to reflect on your own understanding of leadership and how it is defined at your company.

Following our introductory explanations, we present a concept with which we have already successfully implemented our “Leadership Evolution” training.

Enjoy!

Your Materne Training team

The evolution of leadership – being present in relationships

What makes leadership successful? Great minds pen countless management books about this question every year, clogging many bookshelves in the process. One thing is clear: The human touch matters more and more. Concepts such as trust, emotions or being included in decisions are entering the workplace.

Having said that, the reality is (still) quite different at many companies. Leaders all too often embody archetypes in one of the following forms: “Masters” who lead as a result of their expertise. Or “heroes” whose roles are defined by their bold deeds. We have “generals” who are more powerful than others and thus the ones giving orders. Or there are “fathers” whose leadership is based on emotional connections forged with others.

But is an ideal superior really embodied by a unique personality type equipped with inherent qualities and character traits that naturally empower him or her for leadership? Does this mean that leaders are distinct from other people and that they shape history and society without any influence from those they lead? Or does everything hinge on both involved parties and how they interact?

What is leadership today? What does it mean when we say that leading means creating relationships?

We will look at these questions on the following pages. It is essential to stop confusing the function – leadership – with the person – the leader.

Presence – the basis of success

Presence, and not only in leadership, is characterized by watchfulness and attention at any moment. These can be directed within, at your own physical state, feelings, thoughts and actions; and they can be directed without, at your environment, the people around you, as well as at interactions and reciprocal effects. Being able to act flexibly comes from being capable of perceiving all of this: Present managers will always find suitable and targeted behaviour in every situation.

Leading successfully begins with leading yourself; it derives from your calm and collected personality. Taking one step closer to gaining more aplomb means perceiving everything as it is in that moment – presence. This makes inner freedom, trust, reflection, decisions, accountability, effectiveness and change possible.

How present and flexible is your style of leadership?

More than the sum of its parts

Leadership as the “invisible phenomenon between visible people,” (cp. Ruth Seliger) is developed in the context of people, their relationships, the problems that need solving, the organization and its environment. These factors are subject to constant change, making them impossible to predict. The rising complexity leads to a growing challenge for managers.

Just taking the perspective of a single person or only looking at a few individual aspects cannot do a situation justice. Leaders have to see the big picture, the entire system.



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The big picture and how we see it

As we have discussed, systems are more than the simple sum of their parts. We have to factor in relationships – and this is where it gets interesting: These relationships and reciprocal effects, for example between you and your employee, are created as a result of the subjective perceptions of those involved and consequently influenced by our experiences, expectations and attitudes. What we perceive matches our way of thinking. We construct our own reality and still believe our perception to be objective.

Usually emotions are quick to follow, situations create feelings – or so we think. But that is not true! Situations do not what create our feelings, but instead how we think about situations and how we judge them. This means that the outside world is no longer responsible for our feelings – we are. And this is where the great opportunity lies: We can transform a way of thinking that is holding us back into a more beneficial approach and thus achieve harmony between our actions and perceptions.

Think about your perceptions: How do preconceptions (based on your experiences) shape your neutral view of a situation and of people, especially of your staff? Every single day, your individual perception moulds your relationship with your environment, your leadership behaviour and your success – and also influences how your staff behave. To say it very clearly: Managers who think their employees are failures show this in their communication. This, in turn, makes actual failures out of employees, even though they may not have been destined to be so, and their performance devolves. You may be familiar with the term of self-fulfilling prophecies, which is used to describe this kind of phenomenon.

These dynamics serve no one and mean that you are not making use of your employees' potential. Trust your employees and show that you appreciate them. That is how you encourage success!

What about your inner attitude towards your employees?

"You shouldn't put too much trust in trust." – How much supervision do employees really need?

There are two sides to every relationship

In all relationships, both parties shape their relationship and bear responsibility. Why wouldn't this also apply to the relationships between managers and employees? There is ample training focussing on building relationships and just as much, or maybe even more, on leadership, but there is hardly any training on letting yourself be led. Both sides in a relationship need to be aware and capable of reflection. When conflicts arise between two people, one person alone cannot solve them.

We need dialogue. People are different and have individual needs, also when it comes to leadership. The following questions need to be addressed: What do I, the manager, need from you, the employee, to be a good leader? And the other way around: What do you need from me to allow yourself to be led well? Let your employees share part of the responsibility and engage with their sense of self-responsibility.

How often have you asked your employees what they need to be led well? What were their answers?



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Power plays – dependence versus self-responsibility

Leading does not automatically mean having all the power, nor can power be bestowed from above. Power is a relationship trait. As a manager, your employees give power to you, just as you grant power to your superiors. When we relinquish too much responsibility to one person, it can often make us unhappy and lead us to constantly anticipate being victimised – in reality we are depriving ourselves of our own power.

Everyone needs to reclaim their own individual responsibility: “The only power people have over me is what I give them.” This is the switch from being externally to internally determined. It requires a clear definition of roles and mutual consent. The autonomy of those involved is the basis for a healthy (leadership) relationship.

Where you grant power to others and how do you experience your own power?

How clearly are your role and your employees’ roles defined and how happy is everyone about that?

Moving from the problem to the solution – the potential within

All human behaviour represents the best possible approach to a situation at a given time. Everyone is an expert in their own cause, capable of problem-solving and equipped with valuable resources and capabilities. Our chosen perspective is key: Do we mainly see difficulties and problems or do we see challenges and possible solutions? It’s OK to focus mainly on achieving success instead of on possible difficulties.

There are no bad employees, simply ones being put to the wrong use. We should focus on bolstering their strengths instead of eliminating their weaknesses.

How do you look at yourself and your employees?

How quickly do you label things or behaviour as “wrong” or “right”?

Whichever way you answer, one thing is sure: It takes at least two to lead. Leading means maintaining a relationship.

To make this relationship work, you need managers who acknowledge their own personality and engage in dialogue with other personalities around them. Managers who see themselves as part of a whole. Who understand leading as a process supported and borne by everyone. Who are at home in both roles, leading and being led – who are capable of relationships.

Your presence at every moment, your watchfulness within and without make the following possible: trust, reflection, decisions, accountability, effectiveness and change – **the evolution of leadership.**

LEADERSHIP EVOLUTION CONCEPT INCL. OBJECTIVES, TRAINING CONTENT AND TIMELINE

TRAINING OBJECTIVES

After the training,

- ⊙ participants will have refreshed and extended their knowledge on the topic of leadership and developed their leadership capabilities.
- ⊙ participants will have become more aware of their role as managers in changing environments and the corresponding tasks.
- ⊙ participants will have significantly improved their presence, their situation management and their (spontaneous) decision-making in various leadership situations.
- ⊙ participants will have become familiar with current and future trends in leadership and can adapt to them.
- ⊙ participants will know the specific needs of Gen Ys and are capable of understanding, motivating and developing employees from this generation.
- ⊙ participants will be able to use new tools and methods for future-oriented leadership.
- ⊙ participants will have adapted new leadership approaches, methods and tools to specific conditions at their company.
- ⊙ participants will have had several occasions to reflect on their own leadership conduct and develop possible solutions using concrete examples from their work.
- ⊙ participants will be motivated to meet future leadership challenges.

We will conduct further interviews to exactly tailor these objectives to the company's needs and requirements as well as the wishes and needs of individual target audiences.

LEADERSHIP TRENDS

- ⊙ **Higher levels of presence and improved situation management** will gain importance in leadership for handling additional acceleration, interconnectedness and increasing complexity.
- ⊙ **Leading Gen Ys** is a challenge especially for “older” managers who do not belong to this generation. Gen Ys have special needs, values and work approaches that managers need to adapt to in order to be able to motivate these employees and gain their loyalty to the company.
- ⊙ **Handling new media and technologies** will become even more important in leadership because the development remains an ongoing process and Gen Ys show a high level of affinity with these media and technologies.
- ⊙ **Virtual leadership (of virtual teams)** and conducting virtual meetings will become increasingly important, posing a special challenge for tomorrow’s managers.
- ⊙ **Intercultural leadership and cooperation** will become more important for the lower levels of management as well, depending on staff structure and management duties at a company.
- ⊙ **Retention management** has become a buzzword for how future-oriented a company is. Crucially, managers need to also be familiar with measures in this area to retain their employees.

We have actively researched these trends in the last months and years and developed training concepts for each of them by taking in-depth looks at leadership structures and approaches in young global technology companies such as Google or Facebook. We gained further expertise by connecting and cooperating with service providers specialising in these different trend topics.

During our preparation, we will determine which trends are especially relevant for the company and the target audience in question and tailor our training to these aspects.

PRESENCE AND SITUATION MANAGEMENT

TRAINING CONTENT

- ⊙ Using the positive opportunities offered by spontaneous decisions and your own spontaneous and creative potential
- ⊙ Techniques for efficiently developing various solutions
- ⊙ Handling and disabling unnecessary and obstructive control instances
- ⊙ Reflecting on your own decision-making and developing practicable approaches to enable solution-oriented decision-making in concrete situations
- ⊙ Handling spontaneous situations in a present and calm and collected manner
- ⊙ More quickly digesting information in concrete situations, thus enabling targeted reactions

LEADING GEN YS

TRAINING CONTENT

- ⊙ Teaching the importance of satisfaction about your work, conveying a sense of purpose and providing space and opportunities for self-actualization – all are especially important leadership tasks
- ⊙ Dealing with this generation's changed values
- ⊙ Involving others, teaching, convincing and cooperating are new core skills.
- ⊙ Symbiosis of emotional leadership and rational management
- ⊙ Data-driven management, motivating teams and successfully leading them
- ⊙ Four generations working together – how veterans, baby boomers, Gen Xs and Gen Ys can get along

HANDLING NEW MEDIA TECHNOLOGIES

TRAINING CONTENT

- ◎ The digital transformation
- ◎ Data-driven management
- ◎ Understanding and strategically using technologies
- ◎ Social media use
- ◎ State-of-the-art educational opportunities (such as digital diaries, WebEx, instant messaging, educational apps, your own wiki)

VIRTUAL LEADERSHIP

TRAINING CONTENT

- ⊙ Characteristics of virtual leadership, forms of virtual cooperation, developing teams in the virtual space
- ⊙ The effects of physical remove and different time zones
- ⊙ The challenges and difficulties of virtual communication and discussion moderation
- ⊙ Successfully using various communication media and technologies (such as WebEx, conference calls, video conferences)
- ⊙ Fostering trusting collaboration in virtual teams
- ⊙ Toolbox for virtual leadership
- ⊙ Conducting employee interviews and providing motivation from across a distance

INTERCULTURAL LEADERSHIP AND COLLABORATION

TRAINING CONTENT

- ⊙ Interculturality – making cultural differences clear
- ⊙ Intercultural competence as a key qualification in the everyday business world
- ⊙ Situations of intercultural overlap – areas of tension between people, context and cultures – interaction and its reciprocal effects
- ⊙ Enabling relatable and effective communication and collaboration in intercultural environments
- ⊙ Providing additional options regarding attitude and conduct with the aid of suitable methodical support

RETENTION MANAGEMENT

TRAINING CONTENT

- ⦿ Retention management as a management task
- ⦿ Identifying relevant target audiences (critical of success, hard to win over)
- ⦿ The most important aspects of employee retention
- ⦿ Health prevention and management as management tasks and instruments



MATERNE TRAINING METHODS

Our training methods utilise a combination of pragmatism and modern scientific findings from the fields of psychology, pedagogics and brain research – experience-based, interactive and entertaining.

We employ awareness exercises to help participants reflect and gain motivation to change their behaviour. We also use special peer coaching groups – a unique type of peer coaching enabling colleagues to share advice and learning that was developed by Materne.

During the transfer phases between training sessions and during training itself, we can use modern educational media as needed.

All of our training methods boost participants' motivation during training and increase the probability that training content will be put into practice after our training.

AN EXAMPLE OF A LEADERSHIP EVOLUTION MODULAR TRAINING PROJECT

⊙ **Kick-off**

Duration 3 hours

⊙ **Module 1:**

Reflection & Motivation

Enhancing leadership knowledge, expanding general leadership capabilities

Presence and situation management in leadership

Special peer coaching groups

Sustainability measures during training

Preparing measures to ensure transfer between modules

Duration 2 days

⊙ **Module 2:**

Leading & Strategy

Leading and collaborating with Gen Ys

Handling new media and technologies

Special peer coaching groups

Sustainability measures during training

Preparing measures to ensure transfer between modules

Duration 2 days

⊙ **Module 3:**

Create the future

Virtual leadership (of virtual teams)

Intercultural leadership

Retention management

Special peer coaching groups

Sustainability measures during training

Preparing measures to ensure transfer between modules

Duration 2 days

⊙ **Leadership Conference:**

Duration 3 hours

Please note that the content presented here is simply one possible approach that we have formulated based on our experiences with different training concepts. We will carefully tailor the exact content to the needs and requirements of individual target audiences.

SUSTAINABILITY AND TRANSFER MEASURES

DURING TRAINING

- ⊙ Conveying meaningfulness, positive emotions and personal benefit with regard to the changes the training will bring.
- ⊙ Monitoring developments during training with a special learning journal that ensures reflection and training transfer after every exercise.
- ⊙ At the end of training, having every participant put into words three goals to implement based on their reflection during training, and having them develop measures to achieve these goals.
- ⊙ The goals are assessed by gauging the participants' emotional response to them.
- ⊙ Setting up special peer coaching groups to share expertise and ensure training transfer among the modules.
- ⊙ Establishing a buddy system, peer groups, prototypical examples, and so on to ensure training transfer between the modules.
- ⊙ Preparing for how to use modern educational methods (such as digital diaries, WebEx, instant messaging, educational apps, your own wikis) to ensure training transfer between the modules.

BETWEEN THE MODULES

- ⊙ Training content transfer days, telephone coaching sessions, video coaching sessions, WebEx coaching sessions, virtual training transfer conferences (via video or WebEx), setting up a forum or a Facebook group or the like
- ⊙ Reminder emails, links
- ⊙ Using modern educational methods
- ⊙ Buddy groups and peer group meetings
- ⊙ Conducting special peer coaching groups

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