



MATERNE TRAINING



LEADERSHIP EVOLUTION

A project by Materne Training
for a new leadership culture

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PREFACE



Materne Training has developed a concept, how a new approach to leadership culture can be embodied within companies.

The prerequisite for this is to question the previous leadership culture and basically to deal with the challenge

"How does good leadership look like today and in the near future?"

The following thoughts may help you to see your own understanding and understanding of leadership in your company in a new light.

Afterwards, we present you with a concept of how we have actually implemented "Leadership Evolution".

Have fun while reading!

Your Materne Training Team

THE EVOLUTION OF LEADERSHIP - PRESENCE IN RELATIONSHIPS

What makes leadership successful? Every year countless management experts deal with this question, and the bookshelves creak under the volume of the answers. One thing becomes clear: there is more and more "humanizing". Concepts such as "trust", "emotions", "codecision" etc. find their way into management literature.

Often, however, corporate reality is (still) quite different. The leader too often appears as an archetype in different forms

- ⊙ Master: He guides you through his expertise
- ⊙ Hero: His courageous actions determine his role
- ⊙ General: He is more powerful than others and therefore "in command"
- ⊙ Father: He leads by emotional attachment

Is the ideal boss really that special personality, endowed with innate qualities and traits that empower him to lead naturally?

Do leaders differ from other people and shape history and society without the influence of the led?

Or is it rather about both parties involved and their interaction?

What is leadership today?

What does leadership mean in terms of relationship design?

In the following we investigate these questions, because the function "leadership" should no longer be confused with the person "manager".

Presence - the foundation of success

Presence (not only in leadership) is characterized by alertness and attention in every moment. This applies to the inside (= one's own physical condition, the feelings and thoughts, one's own behavior), as well as to the outside (= the environment, the people in the environment, the interactions).

By exercising all of this, flexible action becomes possible. Present executives act appropriately and purposefully in every situation.

Successful leadership starts with self-leadership and counts on your sovereign personality. One step to sovereignty is the awareness of what is: presence. Thus inner freedom, trust, reflection, decision, assumption of responsibility, effectiveness and change become possible.

How present and flexible is your leadership style?

The big picture and our perspective on it

Leadership as an "invisible phenomenon between visible people" (see Ruth Seliger) emerges in the context of the persons and their relationships, the tasks to be solved, the organization and its environment.

All these factors are constantly changing; predictions are impossible. As complexity increases, so does the challenge for the leader.

The perspective of an individual or the consideration of only a few aspects does not do justice to the situation here. All the more important is the view of the big picture, the system.

More than the sum of its parts

The system is more than the mere sum of its parts. Add to that the relationships and here it gets exciting: These relationships and interactions, for example between you and your coworker, arise through the subjective perception of the participants and are influenced by our experiences, expectations and attitudes. So we perceive what fits our thoughts, construct our own reality, and believe that our perception is objectively real.

Mostly an emotion comes up and we believe that the situation creates a feeling. But that's not the case. It is not the situation that creates our feeling, but how we think about it and how we evaluate it. The outside is no longer the author of our feelings, but we ourselves are responsible. The big chance! We can turn an obstructive mindset into more favorable thoughts and thus into coherent action and experience.

Check your perception: Where do presuppositions, based on experience, influence your unbiased consideration of the situation and the people, above all your employees?

Your personal perception shapes the relationship with your environment, your leadership, your success and also influences the behavior of your employees every day.

That is, bosses who think their employees are failures communicate accordingly. The employees are actually failing, even though they were not and the condition continues to worsen. You may already know the phenomenon under the name "Self-fulfilling Prophecy".

This dynamic does not benefit anyone and you do not use the potential of your employees. Trust your employees and express your appreciation. This is how to support success!

What about your attitude towards your employees?

"Trust is good, control is better." - How much observation does an employee really need?

As you know, there are always two to a relationship

Just as in each relationship both parties shape and take responsibility, so too is the case with the superior and the employee. There are countless seminars on relationship work and just as many or even more on leadership. However, there is hardly a "guided" training on the market. Awareness and reflection are needed on both sides. A person alone can not solve the conflicts that have arisen because of two people. That means it needs dialogue. People are different and have very individual needs, also in terms of leadership. Therefore there needs to be an exchange on the questions "What do I need as boss of you as an employee in order to be able to lead well?" And vice versa "What do you need from me to be well led?"

Give your employees responsibility and address their self-responsibility!

How many times have you asked your employees what they need to be well-managed? What answers did you receive?

Power games - dependence versus self-responsibility

Leadership does not automatically mean power, nor can it be given "from above". Power is a feature of the relationship. You as a leader get power from your employee. The same applies to you and your supervisor. This often results in a wait-and-see victim attitude and dissatisfaction, a so-called "self-denial", when we transfer too much responsibility to a person.

It takes the individual responsibility of each one true to the motto: "No one has power over me, unless I give it to him" - a change from foreign to self-determination.

It needs a clear role definition and a mutual agreement. The autonomy of the persons involved creates a healthy (leadership) relationship.

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

How clearly are the roles defined between you and your employees, and how do you all agree with them?



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From problem to solution - the potential within us

Any human behavior is the best way to deal with a situation at the moment. Everyone is an expert in their own right, capable of solving problems and equipped with valuable resources and abilities. The decisive factor is the perspective: Do we primarily see difficulties and problems or challenges and solutions? Our focus may be on success rather than the potential difficulties. There are no bad employees, only poorly employed. The focus is on strengthening strengths and less on weakening weaknesses.

How do you look at yourself and your employees?

How quickly do you declare things and behaviors as "right" or "wrong"?

Whatever answers you may find, the following is certain: Leadership involves at least two people, because leadership is relationship.

To succeed, it needs leaders who

- ⊙ are in dialogue with the personalities in their environment in recognition of their own personality
- ⊙ understand themselves as part of the whole
- ⊙ understand leadership as an event held and sustained by all
- ⊙ are at home in both roles: Lead and being led
- ⊙ are relatable

Your presence in every moment, your inner and outer alertness enable trust, reflection, decision making, taking responsibility, effectiveness and change —
> **The evolution of leadership.**

CONCEPT LEADERSHIP EVOLUTION

OBJECTIVES OF THE TRAINING PROGRAM

At the end of the training program

- ⊙ Participants have refreshed and deepened their leadership knowledge and expanded their leadership skills
- ⊙ Participants will be aware of their role as leaders in the changing environment and the tasks involved
- ⊙ Participants have significantly improved their presence, situation management and (spontaneous) decision-making behavior in different leadership situations
- ⊙ Participants are familiar with current and future leadership trends and can adapt to them
- ⊙ Participants know the special needs of generation Y and are able to understand, motivate and develop employees of this generation
- ⊙ Participants are able to use new methods and tools for future-oriented leadership
- ⊙ Participants have adapted the new approaches, methods and tools in leadership to the specific conditions within the company
- ⊙ Participants have repeatedly reflected on their own leadership behavior and worked out solutions for specific practical cases
- ⊙ Participants are motivated to master future leadership challenges

These goals are tailored to the needs and requirements of the company or to the needs and needs of the respective target groups through further conversations.

CONCEPT LEADERSHIP EVOLUTION

TRENDS IN LEADERSHIP

Higher presence and improved situation management

become more and more important in leadership through further acceleration, networks and increasing complexity.

Leadership of Generation Y

is a challenge, especially for "older" executives who are not of this generation, as Generation Y has special needs, values, and ways of working that executives need to engage to motivate and retain those employees.

Dealing with new media and technologies

will also become even more important in leadership as development progresses and Generation Y is very affine with these media and technologies.

Virtual leadership (of virtual teams)

and the implementation of virtual meetings will continue to increase in importance and thus make very special demands on the managers of tomorrow.

Intercultural leadership and cooperation

will become even more important for lower-level executives, depending on how the company is set up and the responsibilities of its executives.

Retention Management

is a much-cited slogan for the future orientation of a company. It will become more and more important that managers are also familiar with measures in this area in order to retain their employees in the company.

In recent months and years, we have been working intensively on these trends and developing training concepts for each topic.

We have looked closely at the leadership structures and practices of young global technology companies such as Google, Facebook, etc., and have acquired further know-how through collaborations and networking with service providers specializing in the various trending topics.

During the concept preparation phase we will determine which trend topics are particularly relevant to the given company and the respective target market and tailor the training accordingly.

CONCEPT LEADERSHIP EVOLUTION

PRESENCE AND SITUATION MANAGEMENT

Training Content

- ⊙ Positive possibilities of spontaneous decisions and your own spontaneous and creative potential
- ⊙ Techniques for efficiently finding alternative solutions
- ⊙ Dealing with and eliminating unnecessary and obstructive controlling entities
- ⊙ Reflection of one's own decision-making behavior and practical developments for solution-oriented decisions in specific situations
- ⊙ Presence and sovereignty in dealing with spontaneous situations
- ⊙ Faster processing of information in specific situations and thus solution-oriented response

CONCEPT LEADERSHIP EVOLUTION

LEADERSHIP GENERATION Y

Training Content

- ⊙ Conveying pleasure in work and meaningfulness, creating open spaces and the possibility of self-realization as particularly important management tasks
- ⊙ Dealing with the change in values of this generation
- ⊙ New core competencies: integration, communication, persuasion and cooperation
- ⊙ Symbiosis of emotional leadership and rational management
- ⊙ Data-driven management, motivating teams and leading them successfully
- ⊙ Four Generations in the Working Environment - The Interplay of Veterans, Baby Boomers, Generation X and Generation Y

CONCEPT LEADERSHIP EVOLUTION

HANDLING NEW MEDIA AND TECHNOLOGIES

Training Content

- ⊙ The digital transformation
- ⊙ Data-driven management
- ⊙ Understand and use technologies strategically
- ⊙ Social media usage
- ⊙ State of the Art Learning Services (Digital Diary, WebEx, Instant Messaging, Learning Apps, individual WIKIs, etc.)

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VIRTUAL LEADERSHIP

Training Content

- ⊙ Features of virtual leadership, forms of virtual collaboration, team development in virtual spaces
- ⊙ Effects of spatial distance and time zones
- ⊙ Difficulties and challenges in virtual communication / facilitation
- ⊙ Successful use of different communication media and technical communication options (WebEx, Confcall, video conferencing, etc.)
- ⊙ Building trusting cooperation in the virtual team
- ⊙ Toolbox for "virtual" leadership
- ⊙ Virtual employee appraisals and motivation over distance

CONCEPT LEADERSHIP EVOLUTION

INTERCULTURAL LEADERSHIP AND COOPERATION

Training Content

- ⊙ Interculturality - clarification of cultural differences
- ⊙ Intercultural competence as a key qualification in everyday company life
- ⊙ Intercultural overlapping situations - areas of tension between persons, context and cultures - interaction and their effects
- ⊙ Connecting and effective communication and cooperation in an intercultural environment
- ⊙ Developing alternatives of attitude and behaviour through appropriate methodological support

CONCEPT LEADERSHIP EVOLUTION

RETENTION MANAGEMENT

Training Content

- ⊙ Retention Management as management task
- ⊙ Identification of relevant target groups (mission critical, hard to win)
- ⊙ The key points of employee retention
- ⊙ Health care / management as a management task or instrument

CONCEPT LEADERSHIP EVOLUTION

MATERNE TRAINING METHODOLOGY

The methodology in the trainings is very experience-oriented, interactive and varied.

Our training methodology uses the combination of pragmatism and modern scientific knowledge from psychology, education and brain research.

In addition to many experiential exercises for reflection and motivation to change behavior, we work with a method called "collegial competency circle", a form of collegial consultation developed by us.

In the transfer phases between the trainings and also during the trainings we can use modern learning media if necessary.

The entire training methodology increases the motivation of the participants during the training and the probability of implementation after the training.

CONCEPT LEADERSHIP EVOLUTION

EXAMPLE OF A MODULAR TRAINING PROJECT

Kickoff

Duration: 3 hours

Module 1

- ⊙ Reflection and Motivation
- ⊙ Deepening of leadership knowledge, expansion of general leadership skills
- ⊙ Presence and situation management in leadership
- ⊙ Collegial competency circle (collegial case consultation)
- ⊙ Sustainability measures during the training
- ⊙ Preparation of measures for transfer between the modules

Duration: 2 days

Module 2

- ⊙ Leading and Strategy
- ⊙ Leadership / Cooperation with Generation Y
- ⊙ Dealing with new media and technologies
- ⊙ Collegial competency circle (collegial case consultation)
- ⊙ Sustainability measures during the training
- ⊙ Preparation of measures for transfer between the modules

Duration: 2 days

Module 3

- ⊙ Create the future
- ⊙ Virtual Leadership (of virtual teams)
- ⊙ Intercultural leadership
- ⊙ Retention Management
- ⊙ Collegial competency circle (collegial case consultation)
- ⊙ Sustainability measures during the training
- ⊙ Preparation of measures for transfer between the modules

Duration: 2 days

Leadership Conference

Duration: 3 hours

The contents listed here are only one possibility, which we have formulated as an example from our experience with other training concepts. In each case we will tailor the exact content to the requirements and needs and needs of the respective target groups.

CONCEPT LEADERSHIP EVOLUTION

SUSTAINABILITY AND TRANSFER MEASURES

During the Training

- ⊙ Communicating meaningfulness, positive emotions and personal benefits in relation to the upcoming changes
- ⊙ Accompanying developments during the training by means of a special development workbook, which provides reflection on various points and the practical transfer after each exercise
- ⊙ Formulation of three implementation goals at the end of the training from the reflections during the training and development of measures to achieve the goals by each participant
- ⊙ Check the implementation goals with the help of the "affect balance"
- ⊙ Installation of a collegial competency circle for the transfer between the modules
- ⊙ Introduction of mentorship, peer groups, anchor examples etc. for the transfer between the modules
- ⊙ Preparation of the use of modern learning methods (Digital Diary, WebEx, Instant Messaging, learning apps, individual WIKIs etc.) for the transfer between the modules

Between Modules

- ⊙ Transfer day, telephone coaching, video coaching, WebEx coaching, virtual transfer conferences (via video or WebEx), setting up a forum, a Facebook group, etc.
- ⊙ Reminder mails, weblinks
- ⊙ Use of modern learning methods
- ⊙ Mentor work and peer group meetings
- ⊙ Implementation of the collegial competency circle

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