



Coverdale

Workbook Leadership

Preface

This book contains a wealth of ideas, suggestions, models and practical tips which we have collected, developed and tested for relevance to day-to-day practice.

Change and the progressive development of an organization are integral elements of everyday business. Many organizations are actually faced with profound upheavals brought about by dramatic changes affecting their markets, customers and operating conditions. Some industries are likely to be confronted with successive radical changes in the future, which mean that organizations will be compelled to develop an even greater capacity for change (or transformation, as we call it).

In our view, the ways in which people in organizations cooperate and manage themselves as well as the manner in which they are organized and led are key factors when it comes to the efficiency of an organization and its ability to learn, adapt and create value.

We call this the "operating system for management and cooperation" or the "human interaction operating system, HIOS." Much like computers, business organizations consist of hardware, including equipment systems, buildings and means of production. The complex consisting of management, social interaction, the processes through which hardware components interact and interfaces with customers is very similar to an operating system. If the operating system fits well with the hardware, and if it doesn't waste resources with unnecessary background applications, users – and thus customers – benefit from positive experiences, and system performance is optimal.

Coverdale focuses on the goals of renewing and developing our clients' "operating systems for management and cooperation." That is why this booklet begins with a brief introduction to the concept. Following an overview of the Coverdale learning method, the workbook addresses two subject areas: the topic of your Coverdale seminar, on the one hand, and the basic principles of cooperation and communication, on the other. The workbook then closes with a series of worksheets as well as further information about Coverdale and our portfolio of services.

We cordially invite you to read through this booklet, immerse yourself in the sections that are important to you and make marginal notes. Use it as a reminder of the topics covered in your Coverdale seminar and a means of refreshing your knowledge and experience. Clarify, question and reflect upon relevant decision-making processes and behavior patterns with the aid of the worksheets.

We wish you the best of success.

Your Coverdale-Team

Specialists in Management and Cooperation

Content

	<i>Page</i>
Preface	
Content	
Coverdale focus	
Human Interaction Operating System (HIOS)	12
The Coverdale Learning Method: Experiential learning	14
Experience-based learning	
Experience-based learning	18
Reviewing	19
Experience-based learning ensures knowledge	20
Leadership (Definition/Styles/Behaviors)	
Leadership styles – definitions and concepts	22
Areas of Leadership	23
An understanding of leadership	26
Company culture and leadership	27
Leadership styles	28
Leadership styles shape the scope of action	30
Leadership styles and relationships	32
Impact of leadership styles on the decision process	33
Decision	34
Decisions making	36
The cycles of leadership	43
21st century leadership roles	45
Factors that influence different leadership styles	46
Vision/Aims/Strategy	
Elements of a vision	48
Setting objectives – what is the point of objectives	49
Agreeing on aims	50
SMART objectives	51
Aims hierarchy	52
To make success criteria more measurable	53
Customer and Stakeholders	54
Customers	55
Stakeholder analysis	56
Stakeholder management and communication planning	57
Communication tools	58
On the meaning of the word "strategy"	59
Organizational Development and Cooperation	
The organization – wolf pack, machine or swarm	62
Eight steps to successful inter-company cooperation	66
Organizations – continuing progressive development	67
With a high-performance culture to a high-performance organization	72
Transformation, Effectuation and Agility	
Organizational Transformation	78
Effectuation	84
Agility	88
Agile Methods – KANBAN	91
Agile Methods – SCRUM	93
Ambidextrous leadership	95

	<i>Page</i>
Change management and innovation	
Innovation – the driving force behind enterprise development	98
People and change – my needs	103
The impact of intentional and imposed change	104
Reactions and attitudes to change	105
Managing our own fears in change processes	106
Dealing with changes	107
Change management – New challenges for leaders	110
Communication during changes	111
Managing change	113
Change balance	114
Dealing with resistance	115
Development requires rhythm and stability	116
Task and project management	
A systematic approach	126
Flexible application of the systematic approach	128
Clarifying a task	130
Check the sense of the project	131
Risk analysis/Ishikawa analysis	132
Analysis of project risks	133
Strategies for risk management	134
Planning the organization of projects	135
Planning the project's organization	136
The course of events in projects	137
Planning the rough outline/project phases	139
Managing resources	141
Dealing with time	142
Time, costs, quality	143
Success factors in time management	144
Problem solving can also be planned	145
Objectives in reviewing	146
Success and failure analysis	147
Example: the benefits of a review	148
People management	
Qualities of successful leaders	150
Task and process	151
Recognizing and applying process strengths	152
Preparing delegation	153
Delegation as a process	154
Ten Golden Rules for Delegation	156
Integration as a process	157
Relationship management through integration on three levels	158
Motivation and the limbic system	159
Theories on motivation	163
Motivators	164
Leadership and motivation	165
Giving feedback	166
Feedback and its effects	167

	Page
Recommendations for appraisal interviews	168
Guide for employee review discussions	169
Degrees of agreement	170
Reaching a consensus	171
Differences in motivation	172
Definition "conflict"	173
The five conflict handling modes	174
Solving conflicts	176
Conflict diagnosis	177
Conflict resolution	178
Relationship between partners in a conflict	179
Nine levels of escalation	180
The phases in a conflict discussion	182
Coaching as leadership concept	183
Forms of coaching	184
Two roles of the leader	185
Five steps to successful coaching	186
Questions while coaching	187
Reasons for coaching and coaching interventions	188
Interventions for problem definition	189
Personal attitude of a coach	190
Stages of team development	191
Support during phases of team development	192
Continuously improving cooperation	193
Communication	
Systemic thinking: an introduction	196
Systemic thinking: constructivism	197
Ladder of inference	198
Different viewpoints	199
Our opinions of other people	200
Model of communication	201
Criteria for successful communication	202
Said and done?	203
Open communication	204
The benefits of open communication	205
Active listening	206
Working with ideas	207
Killer phrases	208
Characteristics of contributions to discussion	209
Question techniques	210
Objective and relationship level – the iceberg model	212
Classify feelings	215
Addressing emotions	216
The effects of emotions	217
Comparison of executive and manager as a communicator	218
Congruence and authenticity	219
Communication patterns	220
Recommendations for successful meetings	224

	<i>Page</i>
Self-leadership	
Knowledge creation cycle	228
Levels of emotional intelligence	230
Self-reflection	232
Building on strengths	233
Power and Powerlessness	234
Seven steps to successful strategic self-management	236
Success criteria for development objectives	240
Working with the inner team	241
The personality model of Riemann and Thomann	243
Drivers	247
Setting priorities – The Eisenhower Principle	248
Stress: definitions and mechanisms	249
Stressors	250
Stress responses	251
Managing stress	252
Transition	
The leadership pipeline	256
From managing self to managing others	257
Steps to manage a transition successfully	258
The Double Wedge	259
Leading and cooperating in an international business context	
Culture – cultural differences	262
Five examples of structural characteristics in different cultures	264
1. Concept of time	265
2. Authority and leadership	266
3. Communication and negotiation	267
4. Line of thinking	268
5. Feedback and conflict culture	269
Intercultural competence	270
Some helpful hints and tips for cross-cultural business behavior	272
Cultural diversity in management	273
Leading in a virtual business environment	
Project kick-off – a helpful tool: the management funnel	276
Agreement on a virtual team contract	277
Drawing up the team contract	278
Four principles for effective communication within the virtual team	279
Ensuring team culture in virtual teams	282
Virtual management	283
Virtual teams: The skills of the team members	284

	<i>Page</i>
Worksheets	
Aims grid	286
Review	287
Understanding your own leadership behavior	288
Areas of Leadership > Self Assessment	291
Questionnaire: Identifying your own drivers	295
Question about the sense of the project	298
Checklist for success criteria	299
Carrying out project reviews	300
Delegating project assignments	301
Individual review	302
Assessment of competences in leading virtual teams	303
Preparation of an appraisal interview	306
Review questions after an appraisal interview	308
Motivation Checklist	309
Personal reflection of intercultural skills	314
Review of delegation	316
Peer consulting	318
Literature	
Coverdale	
Renewing and upgrading your Human Interaction Operating System	322
Publishing Information	324

Publishing Information

Publisher Coverdale Team Management Deutschland GmbH
Boosstraße 3
81541 Munich, Germany
phone +49 89 651283-0
fax +49 89 651283-29
deutschland@coverdale.de
www.coverdale.com

Selected tools and further
information are included
in the Coverdale App.



Layout Agentur an der Ruhr
Uwe Seifert und Partner
58452 Witten, Germany
up@aadr.de
www.aadr.de

Picture Title: Kay Gropp

Apple, the Apple logo are trademarks of Apple Inc.,
registered in the U.S. and other countries.
App Store is a service mark of Apple Inc.
Google Play and the Google Play logo are
trademarks of Google Inc.

Copyright Coverdale 2020
03.2020