

1

Coverdale ThemeBooklet

Leadership



Theme Booklet 1
Leadership

This is what you can expect:

Is it art or can we get rid of it? __ 3

Definition: Leadership__ 4

Experience with leadership __ 6

How mountain guides lead __ 8

Good conduct – Everyday management in "jail" 14

Bringing_together what belongs together __ 24

Where will the journey end? – the future art of corporate management __ 30

[Study: Taking stock]__ 34

No contradiction: Clarifying goals and tolerating paradoxes! __ 37

Outlook: Theme Booklet 2:

"Tunnel Vision" __ 39

Interspersed are pages from the Coloring Book for Managers that invite you to try your own hand at art.

Photo right:
Thomas Weegen, Partner,
Agricultural Engineer,
internat. management
and project experience.
Managing shareholder and
consultant (trainer at Coverdale Deutschland since 1991).
Advanced training and
education: IFS, Hakomi,
coaching, etc.



According to the results of a survey conducted by the business magazine brand eins, Coverdale is one of the best consulting firms in Germany in the Management, Organization and Personnel category.

Is it art, or can we get rid of it?

This question is equally relevant to quite a few modern works of art and a number of trash heaps as well. Modern art is not always necessarily recognizable as such – as in the case of the two ladies who were looking for something in which to wash glasses for an evening event organized by the Leverkusen chapter of the SPD in 1973. How could they know that the old bathtub full of bandages and gauze they found in the basement was actually a work by a guy named Josef Beuys? Their misjudgment cost DM 58,000 at the time and has since been cited with amusement in numerous anecdotes and television commercials.

The term "art" is always a good choice as a category for unidentifiable, unsortable, unclassifiable left-over objects. Things that break with all conventions and expectations and cannot be described with the standard instruments used in the fabrication of reality simply must be art; for the concepts and ideas that are repre-



sented in art are often very difficult to convey, as they are frequently too complex and/or demand too much background knowledge.

The situation is much the same when it comes to leadership. When it's good, it may not be recognized as such. Leadership has changed, just as art has changed. No one can paint like Rembrandt today and expect to become as famous as the famous Dutch painter and entrepreneur. No one can manage a business like Henry Ford today and hope to be as successful with that approach as the inventor of the assembly line. Both painting that imitates photography and drill-sergeant command style are history. Project-oriented matrix development by organizations in today's knowledge society demands the kind of leadership that allows employees sufficient creative freedom and thus encourages and enables them to develop their know-how.

That is one of the hypotheses with which we approach this topic. The process involved in the preparation of this theme booklet is a blend of analysis and emotion. While we want to present our own views, we also want the booklet to inspire readers with unusual perspectives. The director of a correctional facility talks about leadership in an interview, and a mountain guide describes his experience as a leader of alpine hikers. You will quickly realize that there are astounding parallels between the two.

Professor Nassehi describes his view of leadership, explaining that success in leadership depends above all on what the individual being led does. His behavior is the yardstick by which success is measured. Thus the relationship involved here is entirely bilateral. Leadership means making something plausible to subordinates and convincing them. Nassehi argues that leaders should exercise indirect control, remaining aware at all times that everything could also be different. And that, he says, is something that art teaches us. So leadership is in a certain sense an art.

It should make us stop and think when we realize that, in German, "to lead someone" also means "to deceive someone".

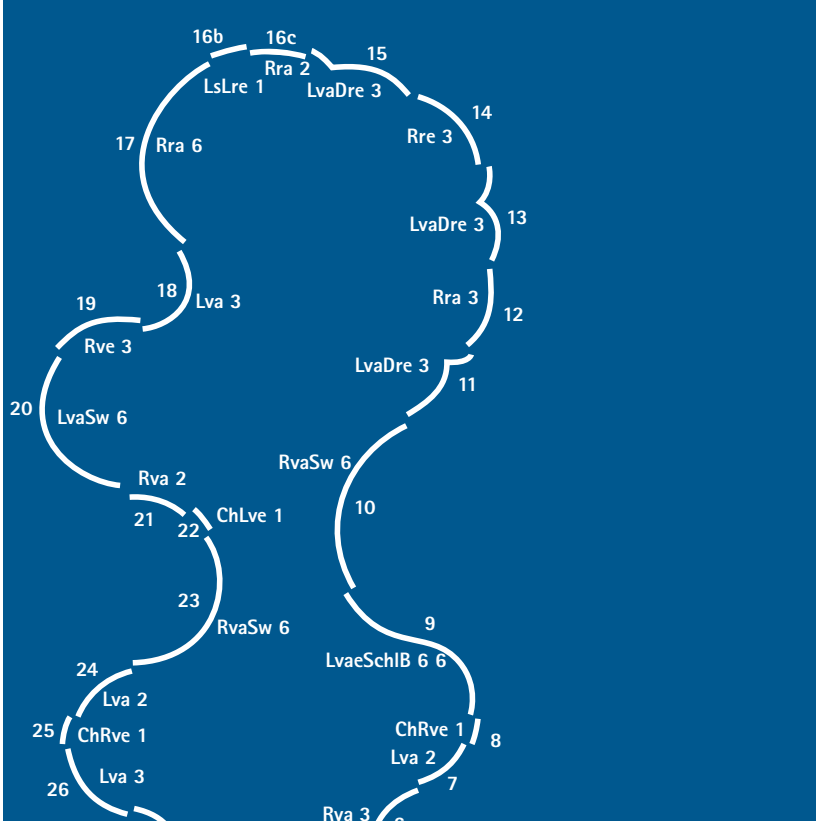
Georg Christoph Lichtenberg (1742-99),
German physicist and aphorist

The words "lead," "leading" and "leadership" have many different connotations in the German language. What kind of a life one leads is one thing; holding the lead in the soccer league standings is another – and people can be very emotional about both. But what distinguishes the surgeon who performs ("leads") an incision from the dancer who leads his partner? In both cases, leadership has something to do with guiding someone or something in the right direction. The surgeon's incision should be performed with a suitable instrument (a scalpel), as otherwise the edges of the wound will be irregular and will not heal without scarring. Aside from the right instrument, the surgeon also needs considerable skill and know-how.

All surgeons try to ensure that the incision and the resulting scar are only as large as is necessary for the operation in question, but they also know that the operating area must be large enough to ensure that the operation can be performed successfully. And a thorough knowledge of anatomy and surgical techniques is needed as well if things are to end well. The principles of choosing the right means, using them skillfully and applying the requisite relevant knowledge form a bridge to the concept of leadership in an organization. And what about

dance? Well, if the dancer does not lead his partner properly, the two may well move in different directions and fall out of step with each other. Less serious, though still unpleasant, are clumsy steps and the disharmony that comes from the absence of clear timing. Parallels to leadership in an organization should be apparent here as well. If we trace the origins of the word "lead," we discover different roots in Middle High German, such as "vueren", meaning "driving," which can be traced in turn to even earlier Germanic languages. We learn in Grimm's dictionary of 1854 that the German words for "lead" and "leadership" can have several different meanings. It is defined on the one hand as "causing a living being to move from one place to another," as in leading a cow to the meadow. But the idea of spiritual or physical leadership is also represented: "with reference to efforts to guide [human] actions, spiritual and physical training and education in a certain direction, namely the right one." (For the original German definitions see Vol. 4, col. 474 – 477, cited at <http://woerterbuchnetz.de/DWB/?lemma=Fuehrung>)

What becomes apparent here is the component of influence that plays a role in nearly all of the more modern definitions of leadership, as in the fol-



"Leadership means influencing others through one's own socially accepted behavior in such a way that the person being influenced adopts the intended behavior as the direct or indirect result of that influence."

If a supervisor's claim to leadership is not accepted by his subordinates, the relationship is one of management, but not of leadership. Thus leadership, according to this definition, is "never the attempt to exert influence per se, but always only the accepted attempt to exert influence,

To lead people, one must walk behind them.

5

John F. Kennedy often cited the story of Napoleon standing on a hill and looking down at the vigorously marching columns of soldiers below him, who then remarked pensively: "There go my people. I must learn where they are going, so that I can lead them."

Anonymous

... give every
team member
the feeling that
he has made the
decision himself.

Daniel Goeudevert (*1942), a German top manager of Belgian descent

Leadership means
achieving success
by making one's
employees successful.

Helmut Wohland, German top manager, Managing Director of MAN-Roland Druckmaschinen

Those who don't know how to lead themselves cannot lead others, either.

Alfred Herrhausen (1930-89), German banker, Spokesman for the Board, Deutsche Bank

Leadership appears to be the art of getting
others to want to do something you are
convinced should be done

Vance Packard (1914-96), US journalist and social critic



Guido Unterwurzacher Runs the RocknRoll Mountain Guide in collaboration with Toni Moßhammer. Born in 1984; has been climbing since 1996, up to the 11th degree; loves flow and action in rock, ice, snow and the air; defines freedom as having the courage to live his life according to his own ideas; is a mountain guide because it is the most beautiful and varied occupation; highlights: returning home in good health after every adventure; motto: "You only live once, but once is enough if you do it right!"

How mountain guides lead

By Guido Unterwurzacher,
Mountain guide from Going at the Wilden
Kaiser

A mountain guide – as the term suggests – guides people on mountains. So leading people is his occupation, but what kind of leadership is it? It is not really so very different from leadership in business.

A mixed bunch of usually unfamiliar people with correspondingly unknown skills are supposed to achieve a goal – through snow, rain and stormy weather, if necessary. Leadership in an office or factory hall would seem more pleasant in comparison.

The traditional image of the mountain guide is surely that of an older, bearded gentleman – ideally with a pipe in his mouth – sitting in a mountain guide's office and waiting for wealthy tourists. It is not even sad that this image has changed. Today, we are entrepreneurs with our own alpine climbing schools at which we offer courses and guided tours – alone or with partners. Our services are also booked by major providers, such as the Summit Club or the Deutscher Alpenverein. But one thing has never changed: we bring people to the mountains. What has changed is that the summit is only one goal among many; the alpine experience on the way up has become much more important. In other words, today's mountain guides regard the people they lead as customers whose needs and wants – for excitement, adventure and challenging experiences – have top priority.

But mountains are not playgrounds. Storms, rockslides and avalanches are genuine threats, and they can kill people. The so-called objective risks posed by the mountains define the context in which we do our job. As a kind of safety engineer, a mountain guide is responsible for ensuring that everyone returns safely to the valley floor. That is the primary goal – in every terrain, in every kind of weather and in every alpine activity, from alpine ski tours to climbing tours in the Dolomites to bouldering tours or ascents of the major summits on other continents. And it is this context that we provide our service. We help people enjoy the alpine world, the experience of nature and the outdoors.

Reliable personal skill and clear instructions ensure safety

All mountain guides have undergone extensive safety training. That training may differ somewhat from one European country to the next, but they are all subject to a rigorous selection process, in which only those who can demonstrate extensive prior alpine experience will be successful. Candidates must have records of descents of steep gorges on skis, ascents of wild, frozen waterfalls with crampons and ice picks, climbing tours of the highest difficulty and above all long, difficult-to-secure routes on high north walls in their tour logs in order to be accepted in the first place. And then the real training begins in earnest: weather, securing routes in every kind of terrain, avalanches, cliff and ice climbing. A candidate's personal skill must be clearly evident in every situation on the mountain. Who wants a mountain guide who can't even finish the tour himself? In summary, leadership on the mountain also requires objective skill and expertise, for it often means the difference between life and death.

But expertise in matters of safety is only one component. We usually work with groups of people we have never met before.

We arrive at the cabin Sunday evening and meet a colorful mix of people. The only immediately recognizable advantage is that they have booked the entire following week, which means that they probably have a certain degree of genuine interest. But interest is not the same as ability. So we approach the project slowly, talking with everyone and perhaps checking their gear as well. The hike begins on Monday – with a clear set of instructions. Where are we heading today? About how much time will we need? Where are we going to take a break? And where are the most dangerous passages? Everyone wants to know what the day will bring so that they can deploy their energies effectively and understand what is most important.

Leadership on the mountain can mean “taking the lead” ...

And then it's time to move out. In the morning I generally put on one more sweater than I actually need. When I start to sweat, I know that I'm probably moving too fast. The pace is very important in a group hiking tour. Of course I can usually expect small groups to form – composed of people who want to converse with each other. And I can also rely on having at least one person in the group who wants to beat the time posted on the signs along the way by half. But I need to keep an eye on the entire group. You just develop a feeling about how far to allow a group to drift apart based on your experience. But you still have to be able to see the last hiker in line and make sure the pace is “doable” for him as well. That is particularly important when guiding mixed groups of younger and older people – although I have met an astonishing number of older

people who still run marathons at home and easily outpace some of the younger ones, for whom even the trip from the couch to the refrigerator is an ordeal. But ambition can sometimes be as much of a problem as poor physical condition. It's my job to recognize both and respond appropriately.

... or staying below and watching. That is harder!

And then there are the climbing courses. A group of six people plans to spend a week climbing in two teams. A colleague and I are conducting the course. That means that we cannot always stand alongside each climber and monitor every movement. Thus the participants pose a potential risk for their fellow participants. Arrogance or carelessness or a lack of experience can easily cause an entire team to fall. So we pick out an uncomplicated stretch of terrain on which it is easier for us to monitor basic techniques. One of us stands below and supervises the roping up process. Are all belts attached properly and all carabiner hooks in place? The other guide stands above where the lead climber is supposed to set up the standing point. Are all operations performed in the correct sequence? Are all stainless steel hooks stuck firmly in the mountain wall and capable of holding the weight of an all-terrain vehicle (which of course poses no danger in this particular course)? But the lead climber must always climb a few meters above the hook to the next one. Should he (or she) fall exactly between the two, he/she travels through the air to the nearest hook and then climbs up the same section again. That can involve a distance of up to four or five meters, in which case the second climber in line has to withstand a pretty hefty tug. He has to stand correctly and be ready at all times; otherwise he will be jerked against the rock wall, in which case a few severe cuts and



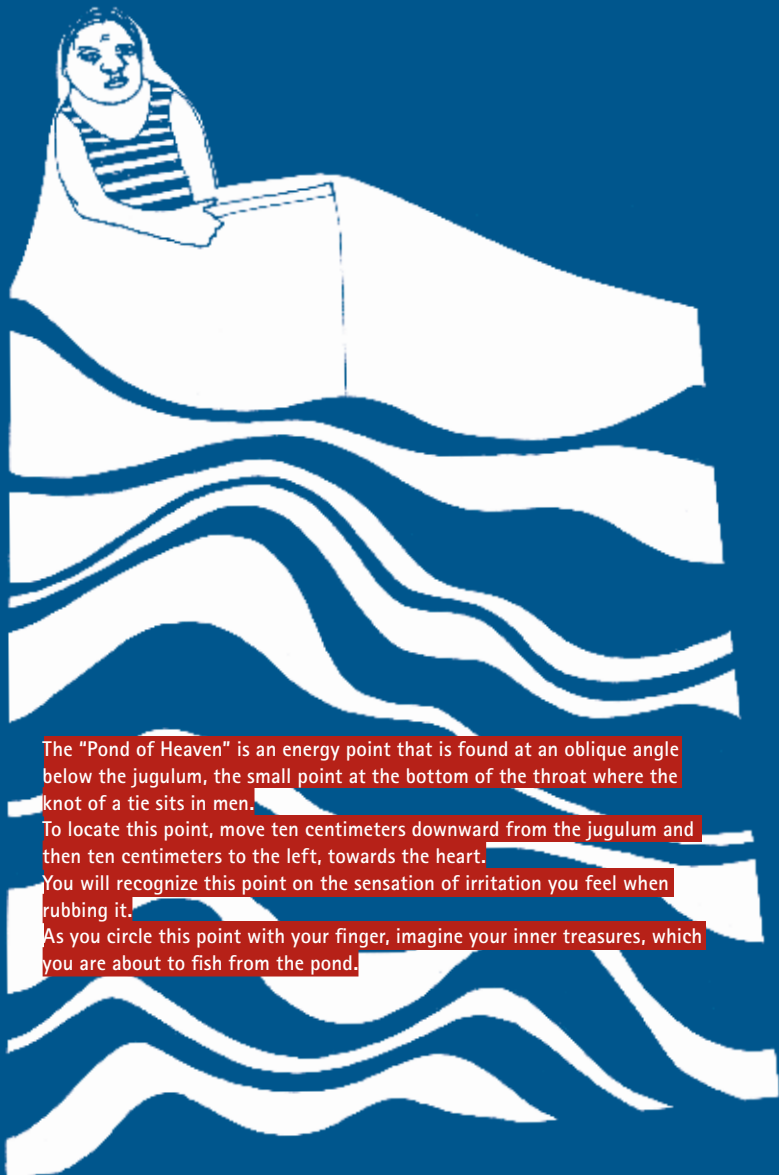
The guest now takes the lead – an exciting moment for the mountain guide, for if his assessment of the tour and the abilities of the people in the group is wrong, the worst can happen: a serious accident.

bruises on the face would be the least of his problems. What would happen if he were to let go of the rope out of fright and the climber above him were to fall to the ground below?

That is always an unpleasant situation for the mountain guide, as I have to pass on a certain amount of responsibility to my guests – and let go, in other words. After all, the guests bear responsibility for the safety and health – and in extreme cases for the life – of their respective climbing partner. That is actually my job! But I have to be able to pass this part of my job to someone else. That's never an easy decision to make as long as I'm still responsible for the group as a whole. I must always be aware of the fact that, when an accident occurs, I, as the mountain guide, will be the first person to land in court, since I bear the primary responsibility. Thus the safety equipment poses no risk in this particular course, but the human risk factor, the subjective risk, remains: false handling, insufficient concentration and attention, arrogance ... There are still so many "sources of errors," and I can't always control them. You

can only see what's on people's faces, but not what lies behind them.

But it's my duty to repeat all of the safety rules again, as the members of the group have registered for precisely this course. They should be fully capable of securing their teams with ropes, yet I have to be convinced that they really are. I can tell after the first three meters a person has climbed whether he or she is capable of handling the difficulty or has to make an extraordinary effort to do so. In that case, I select an easier level of difficulty for the next tour. The need for control takes precedence at first. Later in the week I have a better idea about the participants' skill and can recommend routes that are better suited to their respective capabilities. Ideally, the terrain offers so many different routes with different lengths and degrees of difficulty that everyone arrives precisely at the point at which the challenge and participants' desire to "test their limits" are compatible with the need for safety. For the old rule still applies: Mountains without chasms are not mountains at all!

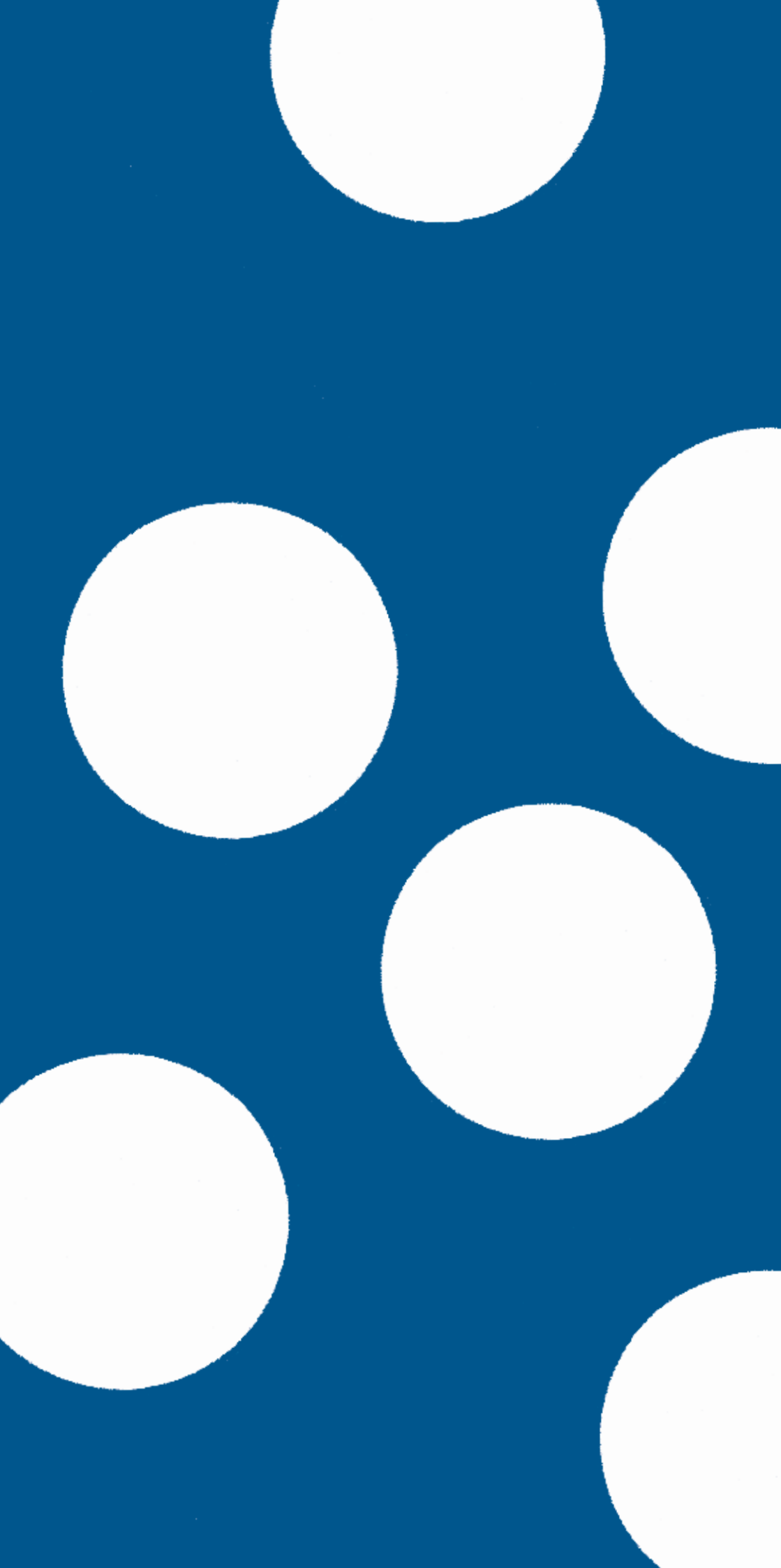


The "Pond of Heaven" is an energy point that is found at an oblique angle below the jugulum, the small point at the bottom of the throat where the knot of a tie sits in men.

To locate this point, move ten centimeters downward from the jugulum and then ten centimeters to the left, towards the heart.

You will recognize this point on the sensation of irritation you feel when rubbing it.

As you circle this point with your finger, imagine your inner treasures, which you are about to fish from the pond.





Good conduct

Christiane Jesse, Director of the Youth Correctional Facility in Hameln, on her everyday leadership duties in "jail"

We meet Christine Jesse at her workplace in the office of the main building on the 20-hectare grounds of the youth correctional facility. We are admitted without major complications. After surrendering our personal ID cards and mobile phones and passing through two security barriers, we're in. But what do the terms "good conduct" and "good leadership" mean in a facility of this kind? How does one exercise responsibility for 451 employees and twice as many inmates? Good conduct – for inmates, that could mean early release, but how does it relate in the sense of "good leadership" to the work of the director of a correctional facility?

:: It is the result of recognized accomplishments. Of course I'm determined when I have a goal in mind. This job was offered to me. I wasn't considering a management function at first. I wanted to work as a therapist instead. But one thing led to another, and I found myself here. When I first started out as director I was repeatedly plagued by doubts as to whether I could handle the job. But



Christiane Jesse

? Ms. Jesse, there are so many things we'd like to know, but first of all, what makes a young psychologist choose a career in corrections?

:: It grew up near the Hameln Correctional Facility and worked with young inmates as a volunteer while I was still in high school. Later, as a college student, I completed practical internships in several different occupational fields, but I felt that the work that is done here was especially meaningful. I am motivated by the prospect of offering young inmates opportunities to enjoy a life outside prison walls.

? Your position as director is a sign of your ambition.

I'm now firmly convinced that I'm the right woman in the right place. .

? How does self-doubt work out in a position like yours?

:: Surprisingly well, as this experience enables me to provide the support that staff members need. I think self-doubt and humility are much better prerequisites for leadership than arrogance.

? Has your background in psychology been a help or a hindrance in your career?

:: It used to be very unusual to appoint psychologists to top manage-

Personal profile: Christiane Jesse (*1957), married, with two children; graduate psychologist, with advanced training in psychodrama and systemic family therapy. Ms. Jesse has worked as a therapist and psychologist in the field of corrections for over 30 years, primarily at the Hameln Youth Correctional Facility, where she was appointed director in 2002. She also serves as a qualified expert in proceedings relating to youth corrections legislation in Brandenburg, Hamburg, Lower Saxony, Saxony and Saxony-Anhalt; as an expert for the IRZ-Stiftung (Deutsche Stiftung für internationale rechtliche Zusammenarbeit) in a Twinning-Light project in Romania; as spokesperson for the "Bundesarbeitsgemeinschaft der Jugendanstaßtsleiter sowie der besonderen Vollstreckungsleiter." She is also known as the author of numerous publications in the field of youth corrections.

ment functions. These positions were ordinarily filled by jurists or administrative officials. But the state of Lower Saxony began promoting outstanding students regardless of their field of study and selecting the best graduates early on.

? To whom do you report. Who is your supervisor?

:: *I was assigned to the position of Facility Director by the Ministry of Justice of Lower Saxony. The head of the Department of Corrections is my direct supervisor. She is responsible for all 14 correctional facilities in Lower Saxony, including the Education Institute. I receive my orders for the implementation of and compliance with the Penal Code of Lower Saxony from her department. My duties as director are based on this law and consist primarily in promoting reintegration and the safe and secure accommodation of young convicts.*

? How is a youth correctional facility managed? Are there parallels to traditional business enterprises?

:: *We work with similar management tools, such as strategy workshops, benchmarking, employee interviews and goal agreements. The Ministry of Justice of Lower Saxony introduced a balanced-scorecard controlled (BSC) strategic goal system with four*

primary goals about two years ago. These include effect-related goals, such as safe and secure accommodation and effective treatment programs, and economic goals, which include improved economic efficiency and high rates of employment. We also have internal goals, such as the design of the corrections system and effective personnel allocation, as external goals, including public acceptance. The goals are the basis for 140 key indicators, which are recorded by the facility Controlling Department and reported to the Ministry. Target-value corridors for selected indicators are negotiated annually along with the budget with the Ministry of Justice.

? What do these negotiations mean to you? Is that a kind of bottom-up leadership?

:: *My job as an advisor is to engage in discussions with my supervisor about things I regard as necessary and those that can be realized realistically within my area of responsibility. Several priorities must be set in corrections, such as intensive training and continuing education and the elimination or suppression of violence among young inmates. Thus not all figures relating to adult correctional facilities can be applied to us as well. I tend to be very stubborn about this, and it is often anything but a simple process. I represent the concerns and views of the Corrections Department in discussions with the supervisory authority and try to achieve acceptable results that are also in keeping with the objectives of the Ministry of Justice. When I return to my facility I know that I must carry out the orders issued by the Ministry, regardless of whether I have succeeded obtaining the results I wanted or not.*

? And how are you managed?

:: *The Ministry shares responsibility*



through the manner in which it performs its supervisory function. The Youth Correctional Facility is audited annually by a commission on the basis of a checklist. That is a kind of quality-control process with clearly defined criteria, which is carried out in a very structure and transparent manner. We receive a final audit report containing valuable feedback for my team and me. I can say that I feel that I am really well managed from above.

? What do you like about your employer?

:: The Ministry of Justice of Lower Saxony is quite innovative and has assumed a pioneering role in matters of management. Other German states have since learned a great deal from Lower Saxony. For example, a project management program was introduced within the framework of a process accompanied by a business consulting firm 15 years ago. That generated a great deal of innovative potential at the time, and the impact is still evident today. This process generates particularly im-

The Hameln Youth Correctional Facility has placement capacity for nearly 750 inmates. It is the only youth correctional facility for male inmates in Lower Saxony and the largest youth correctional facility in Germany. The inmates range in age from 14 to 24. They have been sentenced to terms of incarceration ranging from 6 months to 15 years, in most cases for offences involving violence or the threat of violence. When first assigned to the facility, 62% of the young inmates have not finished school, 70% have not graduated from middle school and 99% have not completed vocational training of any kind. Nearly all school and training places at the facility are occupied. In 2013, 129 school certificates, 193 occupational training certificates and 14 journeymen's certificates were issued. 451 people are employed at the Hameln Youth Correctional Facility, of which 30% are women. They are supported by roughly 80 volunteers. (Figures from 2013))

portant effects on communication between the Ministry and the correctional facilities.

? You mentioned that you manage the facility on the basis of the Balanced Scorecard. The implementation of such a system within an organization poses a number of challenges. How was that accomplished?

:: IDuring the first year, the Balanced Scorecard (BSC) was used as a trial platform only. Each facility defined key indicators, but they were not considered relevant for cost and performance accounting at the time. The system was not employed in real operations until afterwards.

And I consider transparency and shared responsibility very important when it comes to using the BSC (as in other areas as well). Targets and key indicators are discussed and coordinated with our managers in advance of the budget and goal negotiations. Once we know what resources will be made available to use and what results we are expected to achieve, resource allocation and performance goals are discussed with all managers in a strategy workshop following preliminary bilateral briefings.

I expect every member of our middle-management team to keep the entire facility in mind and not just his or her own area of responsibility, and that is possible only if key indicators and general requirements are completely transparent. The promotes a high level of acceptance of budget allocations and other decisions among management personnel. Budget-related developments are announced in conferences over the course of the year. In the event that a given department, such as Building, exceeds its budget targets due to unusually high

My deputies are responsible for six and seven corrections departments, respectively, each of which comprises confinement buildings for roughly 60 inmates each. Each department is headed by a department chief who supervises between 15 and 30 direct subordinates. I have delegated responsibility for the departments to my deputies, who thus bear responsibility for enforcement and certain decisions relating to correctional matters. We have also delegated as much responsibility to the department chiefs as we could under the existing regulations. Since we update the corrections concept in consultation with all department chiefs every year, decisions in certain matters, such as assignments of inmates to specific departments or internal transfers, can be made by those who are most competent to make them. Each of my deputies is responsible for one other interdisciplinary function. That promotes a cross-functional and interdepartmental view of the facility and thus the sense of responsibility for the whole. All other interdisciplinary functions and staff officers report to me. In addition to my deputies, I also supervise the work of 10 employees directly. A total of 451 people are employed at the Youth Correctional Facility.

? The organization chart looks very hierarchical at first glance. Do you also manage accordingly?

:: Yes, that is the structure we are required to comply with, and that is actually a good thing, as responsibilities are clearly defined. I do allow my employees as much creative freedom as possible, however, although that does not mean that we have a grassroots democracy here.

I regard creativity as a source of satisfaction in my work, and I think that others feel the same way. Thus I consider participation very important.

"I consider transparency and shared responsibility very important."

energy costs in a given year, other departments will strive to help offset the deficit with as little red tape as possible. Our people understand the need for collegial support.

? Can you describe the management structure in the youth correctional facility?

:: The top management level is composed of my two deputies and myself.

"Don't take yourself so seriously and learn to live with your weaknesses"

? How does that impact on teamwork within your management team?

:: *We all bear a great deal of responsibility. In 2013, inmates were temporarily released from closed correctional confinement on 1266 occasions. No incidents occurred in any of these cases. In the rare cases in which something goes wrong with one of our inmates, we are the focus of massive media interest. We have to be professional public relations experts and crisis managers. Faced with this kind of responsibility, my two deputies and I form a close-knit management team and ordinarily make our decisions by consensus. I rarely make decisions that my deputies can't support, and when I do, I am fully aware of the responsibility I'm assuming. I ultimately bear full responsibility for the facility. We work with high-risk individuals, all of whom will be released to live in freedom at some point. I always listen to different opinions before I make my decisions. And this principle of weighing all factors before making decisions also applies to everyone else here.*

? And your deputies share responsibility for decisions with which they don't agree?

:: *Not all of my decisions are met with approval – I often allow myself to be persuaded, but thanks to our good teamwork, all decisions are presented to the outside world with the approval of all. All three of us regard this principle of solidarity in relations with the public and other outside entities as an essential prerequisite for giving our employees a sense of orientation and stability. We represent a cohesive management unit.*

? Doesn't that create greater distance between the top management team and the other employees?

:: *Our employees don't see my deputies and me as levels of a hierarchy*

but rather as a team that maintains a friendly, family-style tone, treats them as colleagues and offers their teams an occupational home. It's important to me to be there to respond to the concerns of our employees – even outside of the hierarchical structure. That's why my door is always open. People make use of that offer but don't abuse it. Encounters with employees and inmates take place at eye level, in an atmosphere of respect and appreciation. My actions are guided by the principles of open and honest communication, transparency, effectiveness, clearly understandable rules and the exercise of control in moderation. I rely on teamwork, coaching and moderation in our work.

? How would you describe your personal concept of leadership?

:: *In addition to what I've just said, I apply two other principles of leadership: Don't take yourself so seriously and learn to live with your weaknesses.*

? The maximum sentence for inmates at the youth correctional facility is 15 years, but your employees are there for life. What affect does that have on management?

:: *Civil servants are selected and promoted on the basis of performance, but poor performance does not result in salary cuts or dismissal.*

Employees receive full pay and benefits during periods of illness. We receive funding support. When employees are appointed as tenured civil servants, I like to say, "We have selected you because we hope that you won't go into coma when you receive your 'lifetime civil service'



"We don't hire anyone who has to sneak down to the basement to laugh"

certificate." We face a nearly impossible challenge when it comes to personnel selection and personnel development.

? What do you mean exactly?

:: *Depending on employees' ranks, we conduct assessment centers or work with interviews and case studies. I attend almost every selection interview personally, and we emphasize the importance of ensuring that candidates express a credible desire to perform as an aspect of their self-concept. And we don't hire anyone who has to sneak down to the basement to laugh, as a sense of humor and a healthy, robust mental constitution are important prerequisites for employment.*

And we can also make our decisions regarding each employee on a step-by-step basis. We use the quality of a person's work during his or her terms as a salaried employee subject to collective bargaining agreements and then as a non-tenured civil ser-

vant as a gauge with which to make a careful assessment of his or her suitability for work in our team..

? Mid-sized enterprises in rural regions have problems recruiting young, new employees. Do you face that problem as well?

:: *Of course! That is a real problem, especially when it comes to recruiting psychologists and physicians, who usually prefer to live in major cities rather than rural areas. And since we recruit in the open market, we are happy that we manage to fill open positions quickly.*

? How have you managed that? Could mid-sized companies learn something from you in that respect?

:: *One major advantage for us is that we are able to offer positions in interdisciplinary teams composed, for example, of psychologists, physicians, social workers, administrative specialists and people with different occupations.*

In addition to the opportunity to work in teams, we also offer considerable room for creative freedom, a great working climate and a positive team spirit. These are the strengths that make working here attractive for people.

? And how would you describe efforts to promote employee potential?

:: *I think it's very important to give employees opportunities for advancement. That is why I conduct annual employee interviews, not only with management personnel under my direct supervision but with all employees who deserve consideration for management positions in a correctional facility. Our personnel development program is supported by training courses for young staff members, mentoring and diverse leadership seminars conducted by the Education Institute.*

? Given so much management by others, people also need to be able to manage themselves well in order to maintain both inner and outer stability in their roles. What do you do to promote that?

:: *My own foundation is my sound training as a psychologist with sup-*

plementary qualifications in psychodrama and systemic family therapy. An especially helpful part of my systemic training was the constructivist model that enables me to accept and assume other points of view. Beyond that, I have taken advantage of opportunities for consultation with colleagues and am eligible to obtain funding for personal coaching from the Ministry of Justice. I also happen to love my work.

? ... and your personal life?

:: *The most important stabilizing factor in my life is my family – my two children and my husband. My husband works in the same field and is a valuable discussion partner who both questions and encourages me. And I now manage to fulfill my duties during normal working hours most of the time. That wasn't always the case. I bring very little work home with me these days, and that consists mostly of speechwriting and preparations for strategy workshops. And sports help me maintain a sense of balance. I need to push myself to the limit. I used to jog a lot, but now I spend more time on my mountain bike. I came to work on my bike today, in fact. That's nearly 40 kilometers each way.*

The interview with Christiane Jesse was conducted by Coverdale consultants Ulrike Böhm and Jacqueline Wasseveld-Reinhold.

Ulrike Böhm, business correspondent with several years of international management experience; with Coverdale Deutschland since 1999; advanced training in TA, potential-oriented coaching and supervision.



Jacqueline Wasseveld-Reinhold, a consultant/trainer, system supervisor and organizational developer with Coverdale Deutschland since 1992; trained in Hakomi therapy.



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OPÖkHbyIFsDb
CbtqAdvö0uhHk
tzMläsydf0phf
zwXEmkWäöcv
UAfnmwoPxLo
CvüTBv
SWhoVoCbNJö
wSLömnüliiaps
ütwCVckOHgae

What word occurs to
you spontaneously?
Color in the letters
you need to spell the
word.
...

ettwpusw00cu
psemn00xUpä
nZiucTGmüfFsri
nBEfizncXAcLk
kycnMiIOGBoRv
üäZdllamLuqPA
ItRdcfäsPxuDb
ACkgpWÄlfDsP
UIiTdoE
ettwpusw
semnkPxU
eqPnSdMkpütW

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Coloring Book for Managers
on pages 12/13 and 28/29 is:



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Bringing together what belongs together

By Armin Nassehi

People who talk of crises, challenges, stress and improvements in leadership are usually talking about managers and thus about individuals, people and men and women. And that's exactly what we have to do. We have to talk about individuals, about people. But that is definitely not enough. Leadership is not something that is created by an individual. Leadership takes place in constellations – in the constellation comprised of the leader – or manager – and those who are led. Thus leadership is a relationship, a reciprocal activity. Reduced to a simple formula, the goal of leadership is to ensure that the other person does what he or she should. Consequently, leadership always involves an asymmetric power relationship. Yet the success of power relationships is measured above all by what subordinates do. Their behavior is the yardstick for success. Therefore, a leader or manager is as dependent on his subordinates, his department or his entire organization as they are on him.

„Pillendreher“ –
sculptures by
Sabine Emmerich;
lives in Hamburg
.



Admittedly, leadership no longer takes place within the framework of the command structures of the past but reckons instead with the people who are led, people who decide for themselves, who want to be convinced and who should believe that what they do is plausible. .

Yet the idea that individuals – or more precisely, other individuals – are led is too simple. For it is ultimately not people who are led, but organizations, a fact that has given rise, among other things, to the heroic image of the manager who leads and rules supremely from the top of an organization. Of course it is this unrealistic expectation that managers find themselves increasingly incapable of fulfilling and which – in addition to economic, market and crises-related aspects – places an excessive burden on managers. The nature of this burden can be assessed more precisely if we realize that, quite apart from the organization chart and its firmly established communication and decision-making channels, loosely linked communication networks emerge and define the dynamics of an organization.



Networks are forums for interaction and communication that are not integrated within the structure described by the organization chart but make use of it. Thus network structures and self-reinforcing processes must always be considered when defining management objectives. Consequently, management objectives can only be achieved through indirect management. Indirect management means making use of the intrinsic dynamics of networks. And that means above all: bringing those people together who ordinarily do not come together according to the rules of the organization.

This indirect management must reflect the realization that things could be different, that other solutions and constellation are conceivable and that what we see is the product of our specific point of view.

We need art in order to learn to recognize this. Art makes the invisible parts of the world visible by showing how forms are created. Good leadership can benefit from that – it has the courage to revise forms by making the invisible parts of the world invisible. It is capable of recognizing that the world appears different from different perspectives. And it can believe that different perspective are capable of learning from each other. It brings together what belongs together.

Art always involves duplication – in texts and images and in sounds and sculptures, all of which mean more

Armin Nassehi has been a professor of sociology at the Ludwig-Maximilians-Universität in Munich since 1998. His research is focused on how decisions are made in complex situations and how such very different fields as business, politics, science, media or culture contribute to shaping a society. He draws from the system theory of Niklas Luhmann, which he applies to qualitative social research.



than themselves, yet deny every original. We have grown accustomed to the understanding that the image of a woman is not a woman and that the tale is not what is told. We recognize in art that the original is unattainable – and we would regard any attempt to attain it as naive. That is why art reflects total contingency and shows that everything could be different, but that a work of art would be destroyed if it were regarded as random and something that is easily altered – simply by adding or deleting elements. Additions and deletions would also have to be suspected of being art in order to be possible at all. The duplication of the world in art plays upon the idea of the inevitability of duplication that might then be regarded as the world.

What must always remain somehow visible in the world of art apparently does not apply to other worlds. Yet duplication is not a characteristic that is unique to art – it simply is more readily observable in art. Doesn't politics seek to duplicate the world, or science and economics? All that appears on the political screen is what can lead somehow to a decision that is binding for the collective – so that substantive problems are transformed into problems connected with the ability to achieve a majority or achieve certain objectives as well as problems of public legitimacy and legitimation. All that appears on the economic screen is what people can buy, sell, capitalize or express on bal-

ance sheets. And everyone who has ever had to make a scientific statement knows that only what can be illustrated by theories, methods or technical instruments qualifies as scientific fact. As in art, these duplications refer to self-sustaining worlds – only the techniques used to make this invisible are different. In art, it is the dignity of the work of art itself that conceals its contingency while rendering it visible at the same time as a work of art. In politics, economics and science, however, it is the effort to make the duplication invisible that plays the dominant role. In the political arena, that is done through proceedings and legitimate reciprocal interests, in science through schooling and research routines and in economics through routines that conceal the fact that balance sheets measure only those elements that are cited in the parameters, but not what they duplicate.

A great deal would be gained if managers could learn that they are duplicating the world and that it is always possible to duplicate things differently. Then what belongs together would be brought together.

You've left the key to your office at home and are walking among your colleagues.
Color them appropriately.





Where will the journey end?

The future art of corporate management



According to Thomas Weegen, Managing Director of the international Coverdale Corporate Consulting Company in Munich, corporate management is headed toward a threshold at which everything can be expected to change. What lies ahead? This a record of an orientation briefing.

How can we describe the situation facing organizations today and the reality that awaits on the horizon? What is now a mere platitude is also the most difficult test of management skill: the rapid changes now taking place in markets and in the conditions governing entrepreneurial action. In the past, it was enough to adapt in response to developments in engineering, markets and law. Today, preventive, sensitive adaptation within the increasingly thick fog of future concerns has become the sine qua non of managerial policy. And that poses new challenges to the corresponding skills of managers minute by minute – and to the limits of their ability to adapt their own inner attitudes.

Global operations

There is hardly a company in the world that is not subject in one way or another to a global frame of reference. Nearly all business enterprises are faced with competitors in transnational, if not global markets, with whom they must compete successfully – to an increasing extent with production facilities and sales teams and/or national sales partners abroad. And

that naturally has consequences for managers. Management at the home location is becoming a part-time job. As the workload at home diminishes, the task of managing employees at multiple locations simultaneously increases accordingly. And managers are compelled to deal with mixed nationalities, different mentalities and unfamiliar customs – and to get along with them. And that – of course – in different time zones. For managers, that inevitably relegates the German word "Feierabend" (quitting time) to the sphere of melancholy recollections of times past for once and for all.

Always on the move

The processes of adapting and adapting to adaptation will become merciless rulers of management in the future. Most people can scarcely imagine that the pressure to adapt could be any more intense. But they will have to think again. And they will have to defeat their – understandable – inner resistance to it. Future managers who are not constantly on the move – mentally – will have little chance of success in their careers. A significant share of a manager's personal occupational life insurance will consist in making sure that he or she doesn't get out of breath. Those who fail to match the effort they expend to meet the performance requirements set forth in their contracts with their efforts to improve their own mental and physical performance will rarely be offered contracts for better-paid positions.

A permanent state of change

While change and adaptation were once clearly limited phases between extended periods of continuity, change and adaptation will evolve into a constantly self-repeating process tomorrow and the day after. People will find it virtually impossible to distinguish between arrival and

departure – not to mention stopping to catch their breath in between. The Damocles sword of having to process the constantly expanding flow of information in its unholy alliance with rapidly increasing speed of all conceivable communication channels alone will make it impossible to even think of taking a break.

New forms of organizations

One needn't be a clairvoyant to predict that the traditional pyramid structure of line organizations will soon have outlived its usefulness in the business world of the future. It is thoroughly outdated and nearing the end of its life. This organizational structure is not flexible enough to meet the challenges to come. Its decision-making channels are too long and cumbersome. Aside from line organizations, matrix projects are already being realized perpendicular to the line. The constant objectives of adaptation and change demand new (self-)adaptive forms of organizations capable of ensuring that they identify prospective new constellations quickly and react appropriately. That requires small, powerful units that act and react with a certain degree of autonomy – always with an eye on the overall goals of the organization.

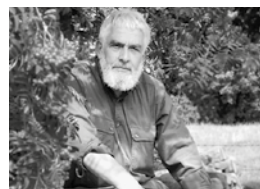
A sensitive touch

Managers are unlikely to come even close to achieving their goals with the traditional tools of command, obedience and control. As is already apparent today, such a "lord-of-the-manor" attitude can easily prompt employees to withhold and cut back their output – and generate a confusing operational flurry of activity and excessive stress among managers. If they are to stand their ground in an environment that is less transparent and more complex than the one we have today, they will need more than skills and knowledge – they need a sensitive

touch as well. No one in a supervisory position will be able to avoid embracing and applying the concepts of "empathy" and "intuition" among a range of other aspects. The willingness to rely not only on reason but on all of one's senses in the process of preparing and executing decisions within the context of a concerted effort in complex situations will be one of the most important skills a manager can have.

Bidding farewell to the "boss mentality"

Future decisions will be made to an increasing extent on the basis of intuition and presumption. That alone will prevent managers from making decisions alone from the perspective of the "boss mentality" – that is, from a standpoint of solitary belief in one's own omniscience and refusal to tolerate objections. In order to prove their ability to practice future-oriented management, individuals in positions of leadership will have to demonstrate intuition coupled with a capacity for analysis supported by know-how, skill and facts, on the one hand, and empathetic consideration of the different spectra of skill and know-how possessed by employees, on the other. And that will be the standard by which the wheat is separated from the chaff. Instead of autocratic managers, the challenges of the future will require broad-minded managers who are capable of approaching their people openly and showing appreciation for them. They will also demand people for whom the idea of contradicting superiors does not automatically trigger sterilizing thoughts of professional suicide. And they will also call for a corporate culture of awareness that rewards such courage – as opposed to conformity and a "tell-them-what-they-want-to hear" attitude. Unless organizations wish to lose their way in the dense fog of the future, the old concept of the *primus inter pares*



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– the first among equals – will have to play a much more important role as an integrative and inspiring guiding principle in future management practice than it does today.

Together instead of alone

Organizations and individuals that fail to act in keeping with this slogan will find it difficult to withstand pressure from the outside. Traditional, more authoritarian and control-oriented managers will not enable their organizations to learn a bit more quickly and sense both impending developments and those whose time is about to end. Their attempts to manage situations with the increasingly hectic application of outdated management tools that have long since outlived their usefulness call to mind the reveler who realizes that he has lost his key while walking home and begins to search for it in the light of the next street lamp.

Managing with both feet on the ground

To a much greater extent than today, the resolve of those in leadership positions to learn actively without prejudice and to lead and support their employees in their corresponding efforts (as well as their behavior in support of those objectives) will have a decisive impact on whether organizations rise

or fall, fail or triumph. The ability to recognize and manage coming developments and changes in advance requires managers to look ahead from different perspectives and eliminate disparaging assessments such as "Nonsense!" or "Not you again!" from the sphere of corporate discourse. Where nothing is impossible anymore, a verdict of "Impossible!" no longer has any place in corporate discourse. The art of future business management will consist in tolerating the contradictions and ambiguities that arise as a result, in fashioning decisions in deliberative dialog with employees and in initiating appropriate measures. It will also require managers to monitor the validity of such decisions and measures meticulously. Sound, down-to-earth, management ability supported by self-reflection will contribute significantly to enabling organizations to withstand the tremendous pressure to perform and compete.

[Taking stock]

In a study conducted by Coverdale, managers were asked about their views regarding their present and future duties. The findings reveal that the everyday work of management, as experienced by those surveyed, has changed because organizations themselves are changing. Such keywords as restructuring, downsizing, globalizations, outsourcing and market coordination were cited in this context.

These changes increase the speed of change and lead to short-lived, spontaneous reactions. That, in turn, produces a sense of insecurity, as one's own solid status and that of one's employees become tenuous, and because customary rules no longer apply. Roles, processes and contents are questioned and grow increasingly complex. These developments are accompanied by a rising tide of information. New communication media create new channels and portals that have to be supplied, while the volume of data transmitted along the old paths remains as massive as ever.

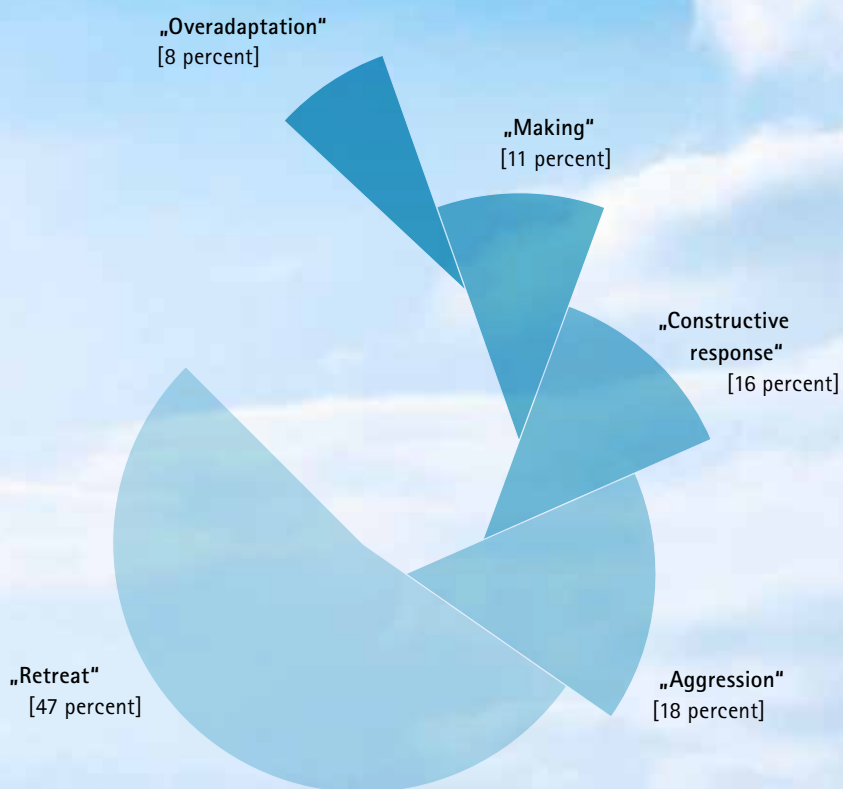
Competition is growing tougher, business owners more and more nervous, customers expect more and more flexible offers of products and services and society at large exerts influence on organizations with changing values. Women's quota, parent-friendly jobs, time-outs and home offices are keywords in this context. And added to that are changing demographic trends. Older employees,

the bearers of know-how in many organizations, must be retained and incorporated into younger teams. Qualified young employees must not only be found but systematically promoted and offered opportunities for development; otherwise they are likely to seek other employment. And we must not forget to include globalization in the list of influences. Round-the-globe communication requires round-the-clock communication. Employees from other cultures with different value systems must be motivated to engage in teamwork and focus on a goal, and friction losses along the way to goal achievement must be reduced to a minimum.

Speed, insecurity, data overflow, stakeholders, globalization and demographics

So it comes as no surprise when managers start to feel like Robinson Crusoe as the week begins – just waiting for Friday. Terms frequently encountered in descriptions of emotions in the survey were anxiety, powerlessness, the risk of burnout and depression. At the objective level, many respondents expressed fear of declining innovations and problematic management relationships.

Employees demand more involvement and participation in decisions. Yet at the same time they cite the progressive loss of emotional identification with their organizations. Resignation leads to inner termination,



increased incidence of absence due to illness and fluctuation. The most often cited reactions of managers are summarized in the following graphic:

Retreat (47%)

Aggression (18%)

Masking (11%) und

Overadaptation (8%)

Only 16% of those surveyed reported having managed to respond constructively to new challenges.

In summary, it is safe to conclude that people tend to think in terms of deficits and difficulties in the prevailing high-pressure environment. They tend to lose sight of such things as pleasure, lightness, energy and fun. Expressed in positive terms: complexity is recognized and accepted. Most managers also realize that the old formulas, such as control, pressure and centralization, no longer work. Certain implicit indicators suggest the possible constituent elements of a new ap-

proach, such as cooperation, creativity, intuition and the ability to "let go."

We as consultants and coaches have no direct influence on the external contributing factors. But we can respond to what the managers who took part in the survey noted in their own to-do lists. They regard the following matters as future issues to be addressed:

Self management.

Many of them want to serve as models and thus advocate for values, ethics and morals. In doing so, they hope to build precisely the trust they need among their subordinates. They have realized that it takes heart and intuition to engender emotional commitment and motivation in their employees. They want to begin by developing a vision of their own, one that gives meaning to their actions and requires or at least promotes self-reflection. They wish to use self-management as a basis for:

developing visions and strategies.

For there is evidently no doubt that orientation within an organization must come from above. People quite rightly expect managers to provide impulses and incentives for innovation. Another frequently cited prerequisite for that is

communication.

within the context of teamwork or decision-making processes. Managers see themselves in this context as transmitters who serve a translation function that shapes relationships and regulates communication. Wherever new opportunities for communication arise, they should be developed for networked organizations, even when bridges are needed between different cultures and national customs. Managers are also concerned with

creating structures.

New requirements also demand new management structures or at least those capable of adapting flexibly to changing needs. And employees want to be involved in such changes to an increasing extent. For such involvement leads to increased acceptance, although it also requires much more effort! What Karl Valentin once said also applies to

personnel management.

Art is wonderful, but it takes work. In view of the prevailing demographic trends and the frequently lamented shortage of managers, finding the right employees has certainly not become any easier today. Nor has retaining them. Furthermore, managers regard themselves almost as service providers for employees today. Their strong needs in terms of autonomy and decision-making authority must be satisfied, for if management succeeds in awakening their innate creativity and channeling it for the benefit of the organization, they are likely to identify more closely with their work and the organization itself. Yet at the same time, managers see themselves caught up in a permanent process of balancing the divergent qualities and capabilities of their employees: young and old, male and female, experienced and inexperienced, specialized and generalized – to goal must be to fuse these differences into a team.

... no contradiction:

Defining goals clearly, tolerating paradoxes!

A reconfigured competency repertoire for managers ...

The analysis of the everyday work of management as seen by managers themselves and the observations we have made as Coverdale consultants in our work with clients clearly indicate that traditional management competencies, such as delegation, conflict resolution, performance evaluation, etc., are still as valid and important as ever. But they alone will not suffice to guarantee the healthy, sustained development of organizations and the people who work for them.

What is needed is a mix of proven and new competencies. Managers will still need to recognize and define objectives. These help managers provide orientation for themselves and their employees and develop strategies for achieving the objectives in question.

If firms and other organizations are compelled to evolve even more rapidly and continuously in the future, then the ability to shape this process of evolution will have to be included among the important capabilities of future management. Helping people understand an organization without reference to an organization chart will be a key component of efforts to meet this challenge. For rigid hierarchies, routines and habits will have no place in evolving organizations. Giving and maintaining a sense of belonging and order among employees in this "chaos" will not be easy.

On the way to that goal, the word "attentiveness" surely serves as a useful description of the bundle of required competencies: observation and reflection with all five senses will be needed in order to create awareness of one's own situation and that of the team or organization and to recognize patterns and what we might call "articles of faith." The ability to assess a current situation objectively and from different perspectives will be indispensable for every manager. That skill makes it easier to recognize new aspects and problem-solving approaches. And from time to time it will also be absolutely necessary to allow for reorientation.

In our view, the inner attitude with which managers operate in this changing management context is just as important as a reconfigured competency repertoire. We regard "appreciation" as one of the key values in this context – appreciation for the people with whom managers deal on a day-to-day basis and appreciation for unforeseen developments which cannot be planned. We would ordinarily tend to curse such developments, as they endanger the plans we have made, but it is important to confront these challenges openly and without hostility. Those who are capable of tolerating confusion and incomprehension and learning to see them as signs, who regard interventions as experiments from which they can learn, who learn to accept and tolerate paradoxes, will also be able to make better use of available resources.



Coming soon: ThemeBooklet 2

[Theme: Tunnel vision ...]

... is actually a phenomenon experienced only by moles and miners, but it occasionally affects the human eye as well. When that happens, it causes changes in the light-sensitive cells in the retina and usually leads from night blindness and sensitivity to glare to a concentric narrowing of the field of vision leaving only a small central area unaffected. The term is often used as a synonym for the blinder effect – that is, the inability or unwillingness to perceive things that lie beyond the boundaries of what the affected individual finds interesting.

Tunnel vision is often more disruptive in the world of work. After all, it is often important to keep an eye on more than one goal, to weigh a number of

objectives against each other, to make optimal use of resources and make decisions after considering multiple point of view.

Tunnel vision can affect individuals, teams and entire organizations. People feel driven and forced to move faster and faster; they look neither left nor right. All that counts is what appears in direct focus.

That can have grave consequences for organizations. We address this in a broad-based study in which over 150 managers described their experiences and observations in a series of interviews.

Our next Theme Booklet will bring light into the tunnel.

Colophon

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