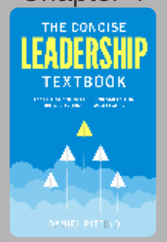
coggle
made for free at coggle.it

Chapter 4



Contemporary leadership challenges

Leading change

- Leadership is inherently about change
- 8-step model for leading change (John Kotter)
  - 1 Sense of urgency
  - 2 Coalition
  - 3 Vision / strategy
  - 4 Communicate
  - 5 Deal with resistance
  - 6 Short-term wins
  - 7 Build on the change
  - 8 Stabilize
- Agile view of change leadership
  - Self-organizing teams, "local leaders"
  - "Test-and-learn" mindset
  - Short-term accountability system
  - Priviledge decision speed over compehensiveness
  - Be personally reliable in delivery
- Different leadership styles might be needed according to change type and stages

Develop a global mindset

- Recognize the importance of culture (values, norms, and customs shared by a social group)
- Effective leadership has different meanings in different cultures (role expectations change)
- Developing a cultural mindset / cultural intelligence
- Cultural dimensions (Hofstede)
  - Individualism / collectivism
  - Power distance
  - Uncertainty avoidance
  - Masculinity
  - Time orientation
- GLOBE model
  - Leadership styles are valued differently in different cultural clusters
  - Six leadership styles
    - Charismatic / value-based
    - Team-oriented
    - Participative
    - Humane-oriented
    - Autonomous
    - Self-protective

Leading virtual teams

- Additional challenges: potential misunderstandings, building trust, sense of isolation, working hours
- Good practice
  - Frequent meetings
  - Set ground rules
  - Adapt body language
  - Constant information
  - Individual connection
  - Shorter meetings / frequent breaks

Ethical compass

- Ethical leadership
  - Honesty
  - Justice and fairness
  - Respect
  - Community (focus on followers´ development)
  - Integrity
  - Dealing with ethical dilemmas: identify ethical issues in advance, carefully prepare your reponse, assess all information, be courageous, re-evaluate your decision before you act
- Sustainability
  - Triple bottom line (social, environmental, economic)
  - Systems thinking, relationship-building capabilities, sustainability mindset (sense or purpose)
- Inclusion
  - Providing fair access to opportunities and resources for people who might otherwise be excluded or marginalized
  - Inclusive leader: visible commitment, humility, awareness of bias, curiosity about others, cultural intelligence, effective collaboration