

Management Competencies II

Leadership

Talent Management

New Work

Resilience

(Networking)

MBA Aviation and Tourism
Management

09/2022

Leadership and Talent Management

GETTING TO KNOW EACH OTHER (AGAIN)

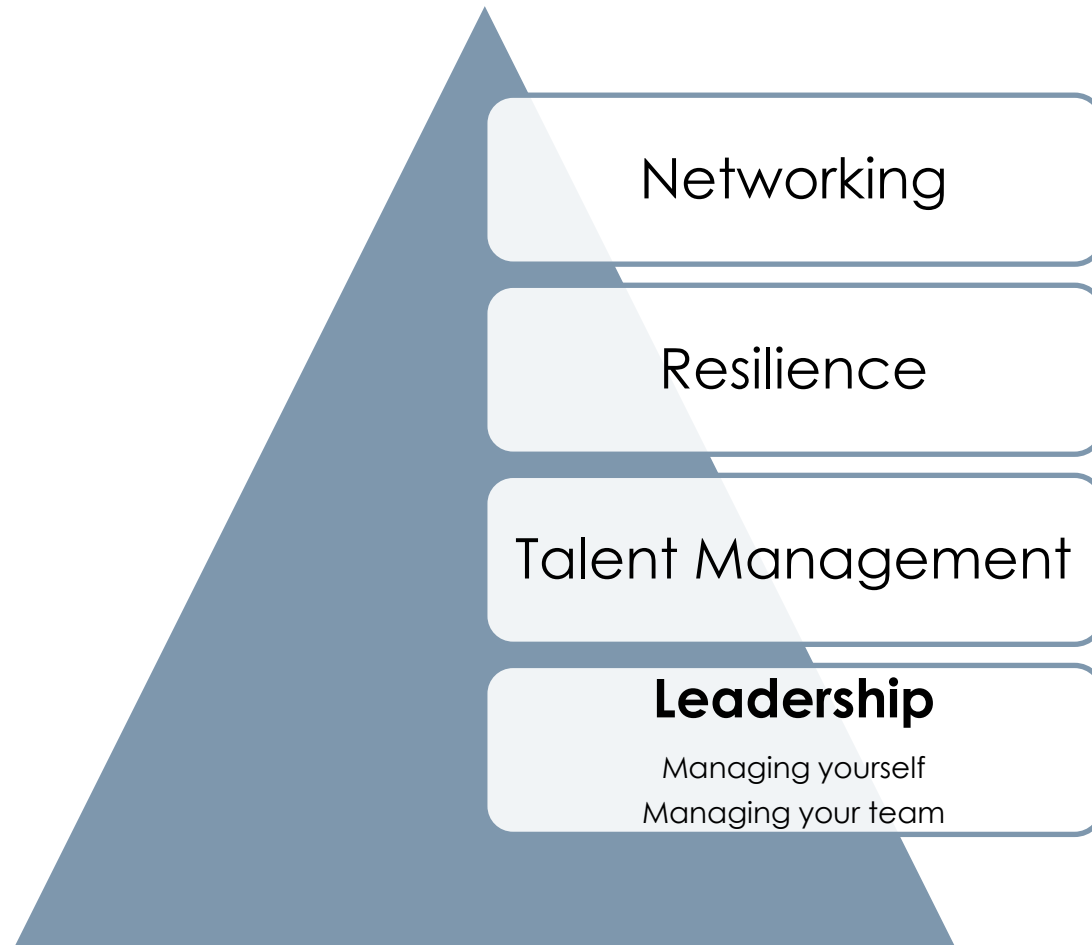
Who is who

- Organisation and responsibilities
- Leadership experiences and preferences
- Wishes and Expectations
- Focus of interest? Special expertise?

Leadership and Talent Management

ADMIN

Three days of leadership: 12th, 18th, 19th of September, 2022



Management Competencies II: People Management

- Leadership:
 - Characteristics of a leader,
 - Visions, targets and target agreements,
 - Enhancing employee commitment and team performance,
 - Trust and leadership styles
- Talent Management:
 - Predictive Workforce management, flexible and anticipatory talent sourcing, personnel development
 - Managing demographics
- New Work
 - Renewed Organizing Principles and Implications for Leadership
- Work-Life Balance
 - Analysis of current situation, taking stock of professional career, methods and usage of time-, self- and stress-management, comparison of occupational requirements and private requests, analysis of social influences on work-life-balance; self-care as basis of a healthy leadership style
- Networking
 - *Guest Lecture*

Agenda

09-17:00 flexible breaks & lunchbreak

Day 1 (12th)

Morning: Leadership Theory

Afternoon: Reflections & Personal Case Development

Day 2 (18th)

Morning: New Work

Afternoon: Guest Lecture New Work 3pm

Day 3 (19th)

Morning: Talent Management

Afternoon: Managing Yourself/Personal Leadership Perspectives

Learning objectives

- Getting to know more leadership theory/background
- Identify differences in leadership
- Gain insight for **self-reflection** as a leader
- Learn about tapping talent in your own context
- Understand determinants of corporate and group culture
- Identify approaches to enhance team motivation and performance
- **Find out which aspects of leadership are intriguing to you!**

Leadership, Talent Management

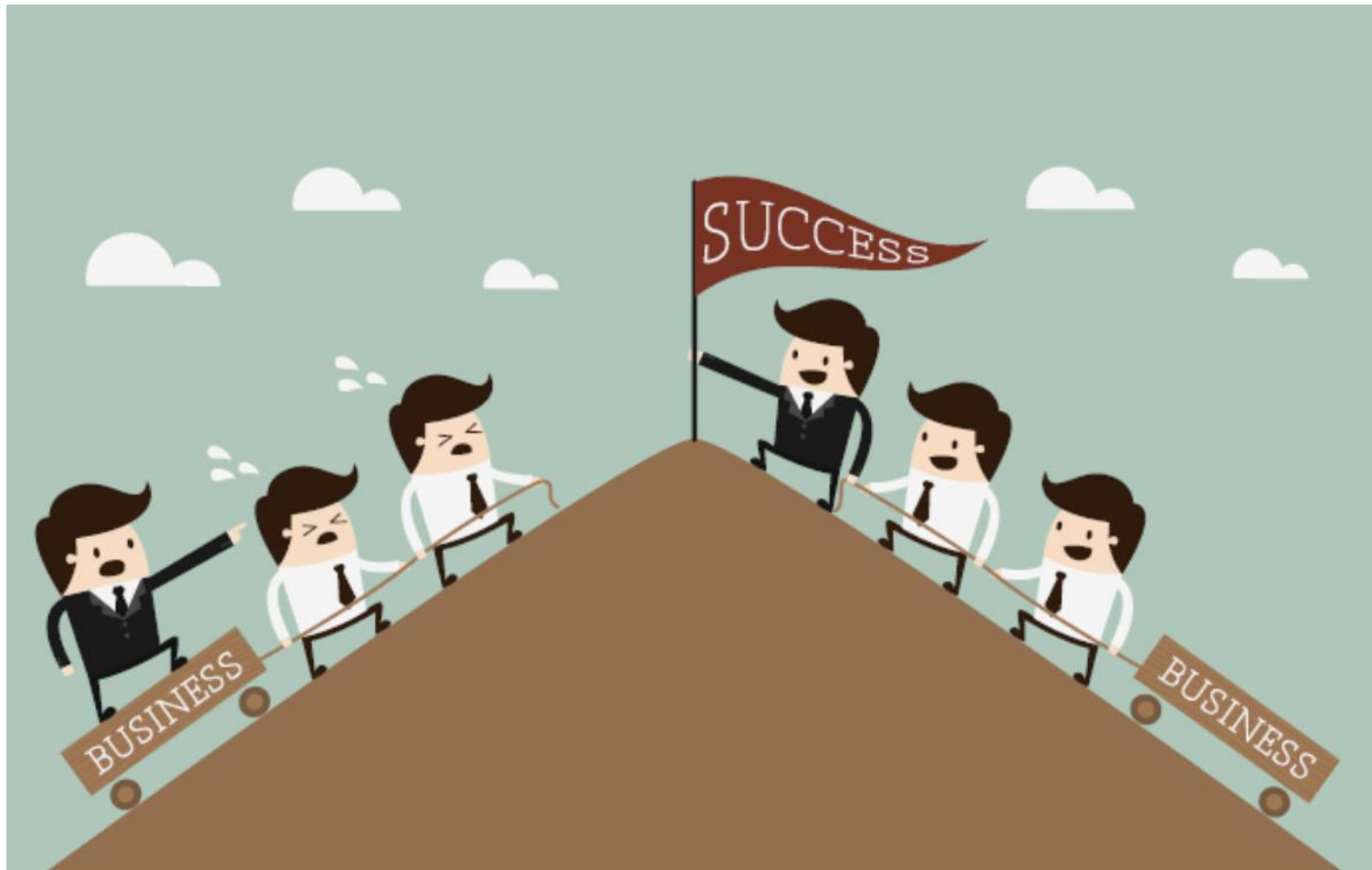
LEADERSHIP RECAP: FUNDAMENTALS

Leadership- a definition?

We know it, when we see it

Fairholm, Gilbert W.; Fairholm, Matthew R. (2009): Understanding Leadership Perspectives. New York, NY: Springer New York

Leaders versus managers



https://miro.medium.com/max/1758/1*EG4ErDX6ZPzLWvQJkmY9MQ.png

Leadership versus management

„In simple terms, the focus of management is often on business issues, whereas leadership tends to create more on people issues.“

Viitala (2004), p. 528.

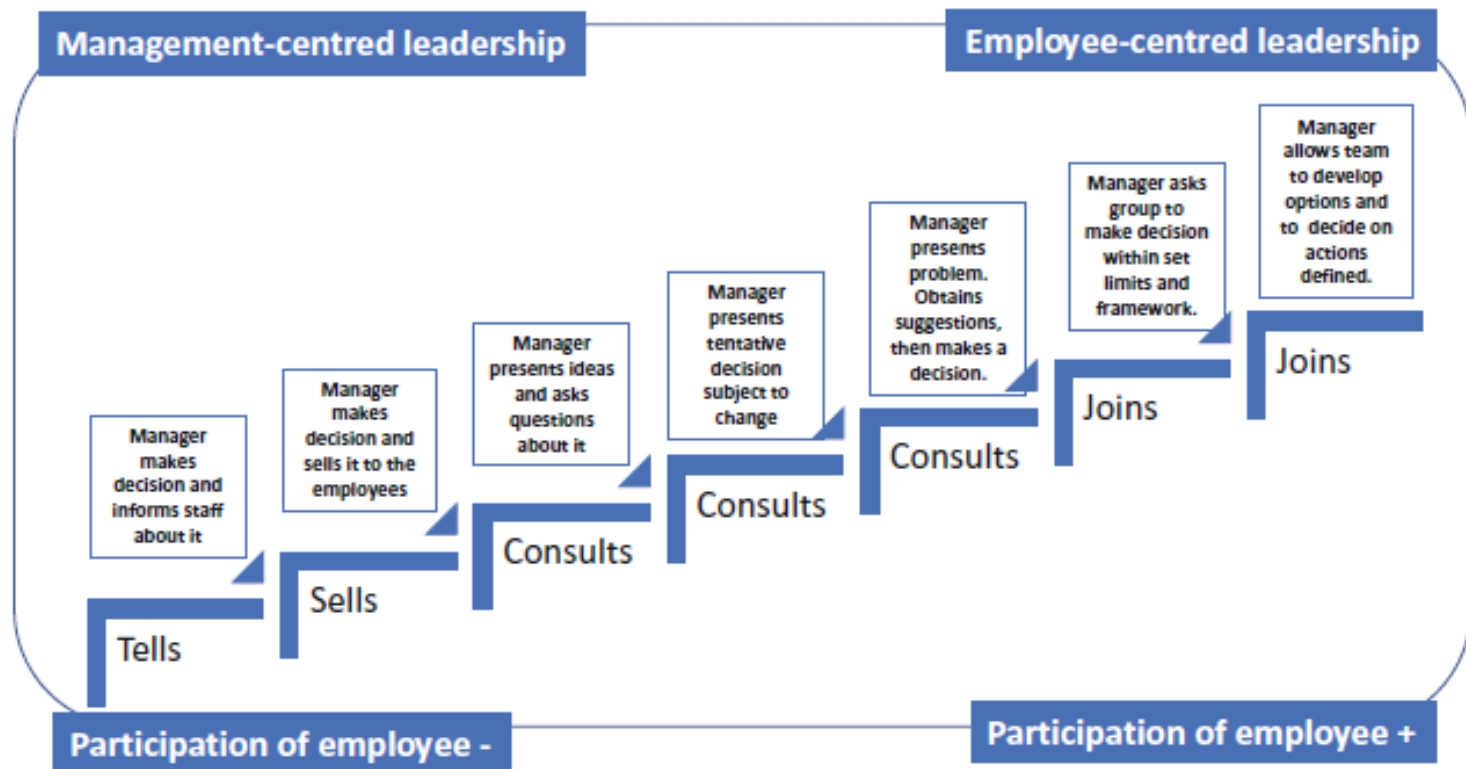
Leadership and Talent Management

CONTEMPORARY LEADERSHIP CONCEPTS

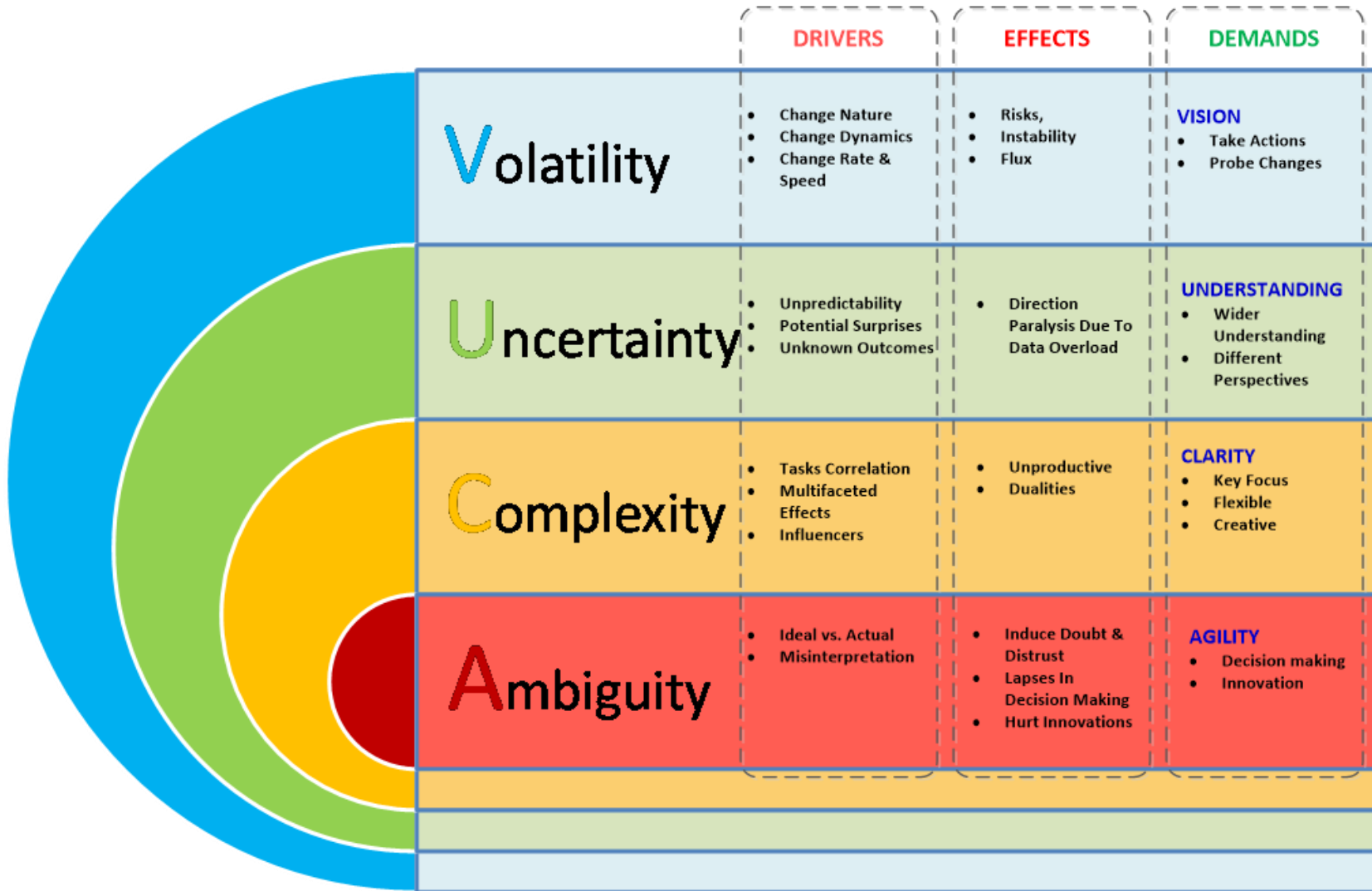
Contemporary leadership and organizational concepts

- Holistic approaches
- Knowledge leadership
- Complexity leadership
- Leadership of emergence

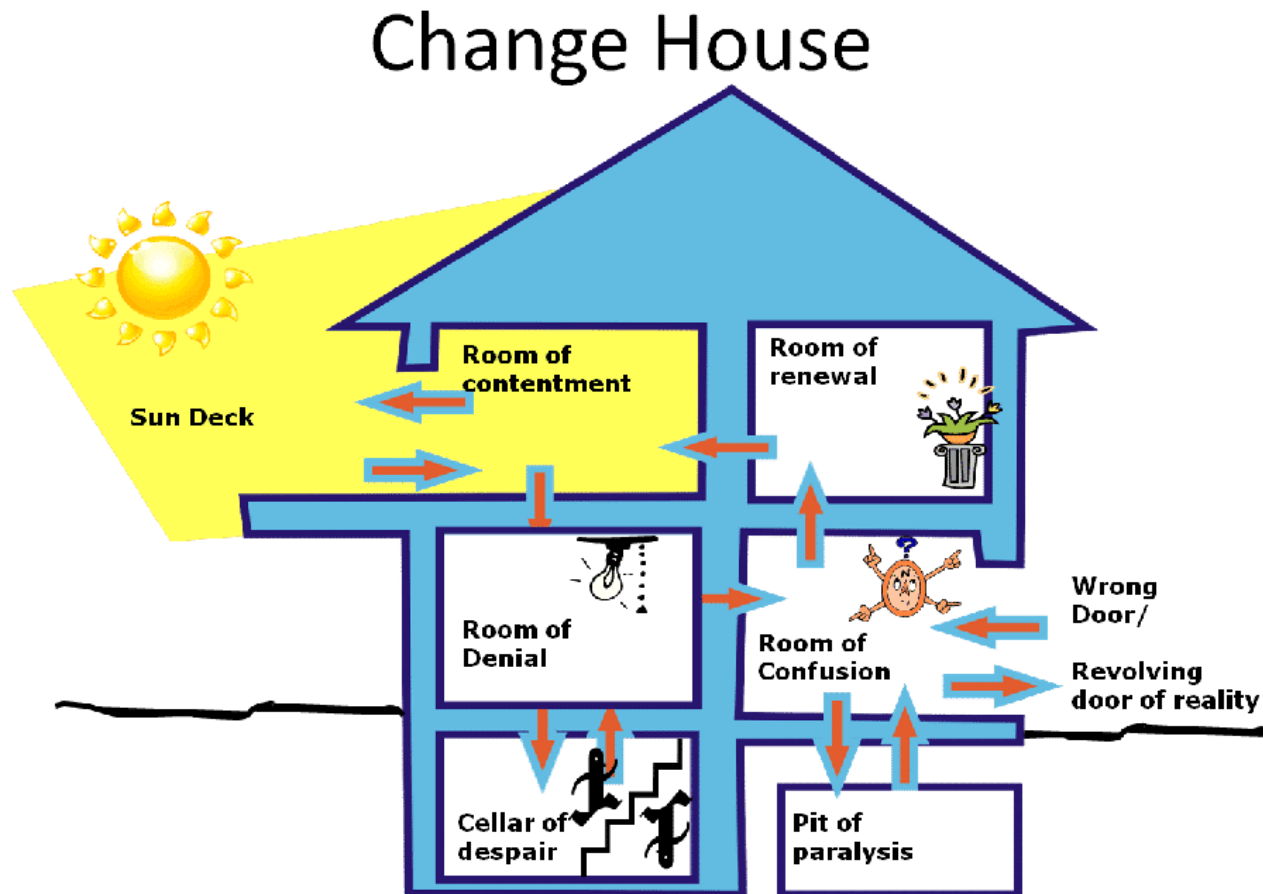
Goodbye traits



What is today's work environment like?

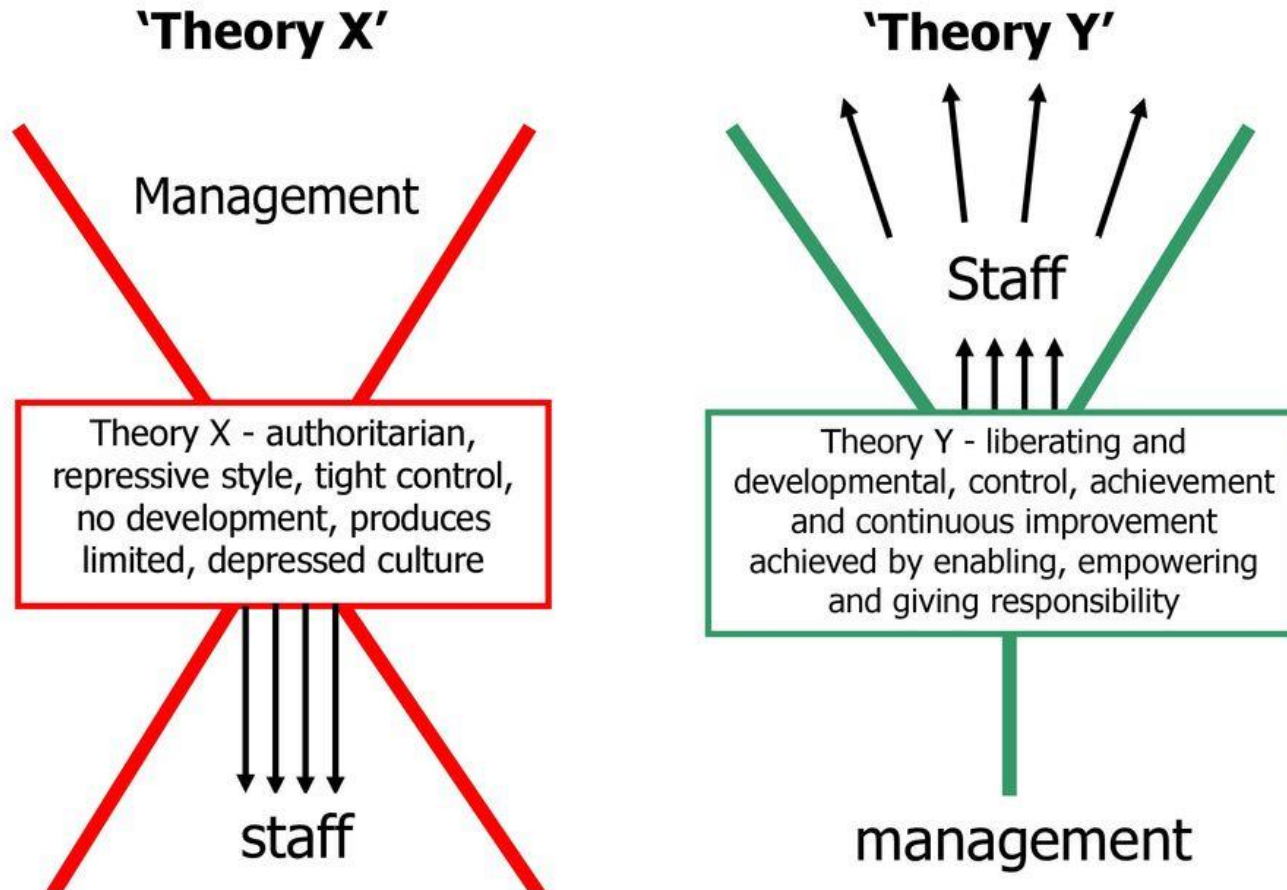


Leadership in constant change



<https://ys6dd2pc2w81bhaa03k9116k04-wpengine.netdna-ssl.com/wp-content/uploads/2011/03/change-house-model.png>

Douglas McGregor: Theory X and Theory Y (and Z)



© alan chapman 2001-4 based on [Douglas McGregor's X-Y Theory](#). More free online learning materials are at www.businessballs.com.
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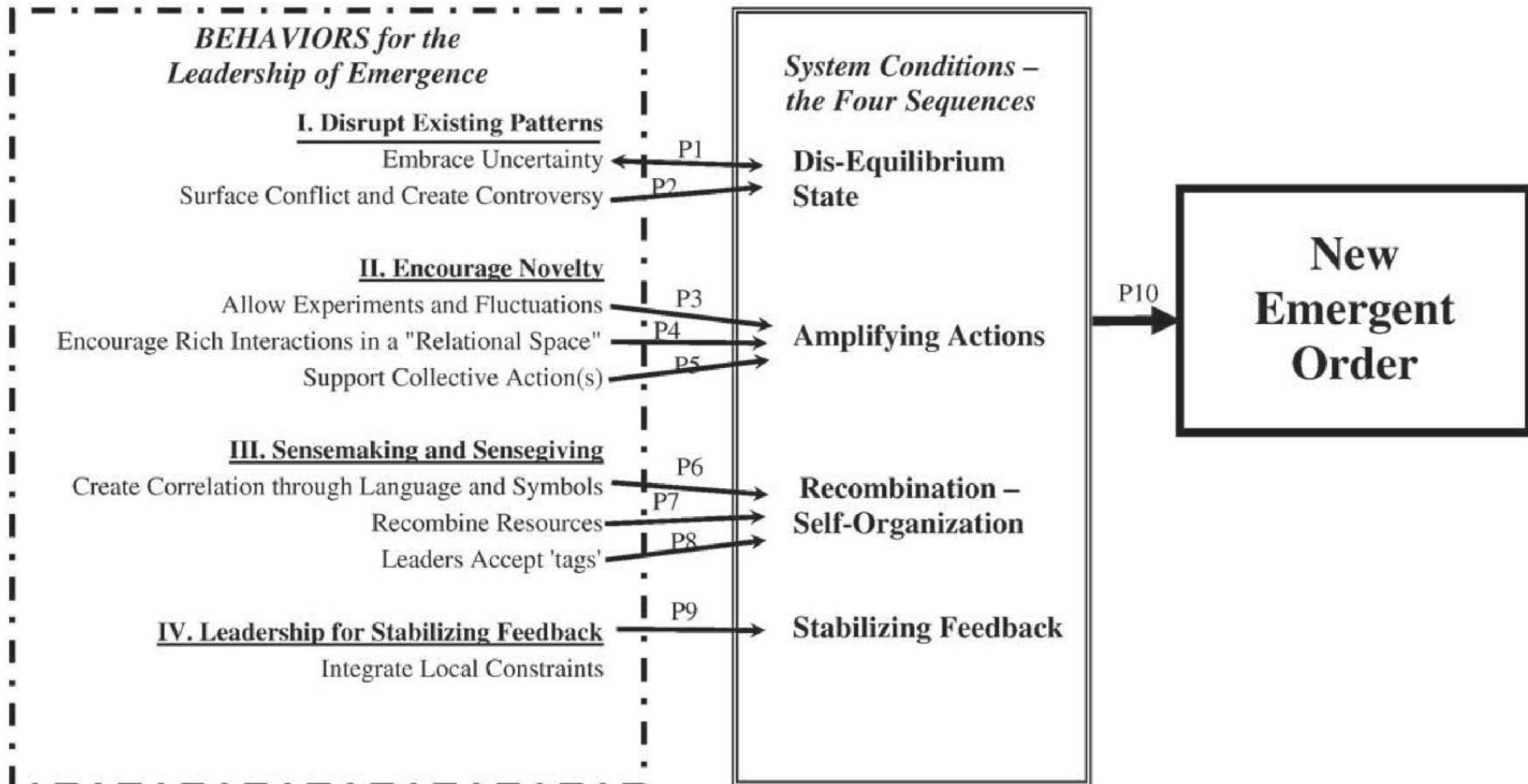
Leadership of emergence

- Rather than a trait of a leader, leadership occurs as an *emergent* phenomenon of interaction, positive outcome and novelty across all hierarchy levels
- **Emergence:** „Creativity and learning occur when emergence forms a previously unknown solution to a problem or creates a new, unanticipated outcome” Uhl-Bien, Marion (2007), p. 303

Emergent conditions

- Leadership of emergence is not a trait nor character
- Research shows, that
 - Environmental conditions
 - Behavioral setsCan favor the occurrence of emergence

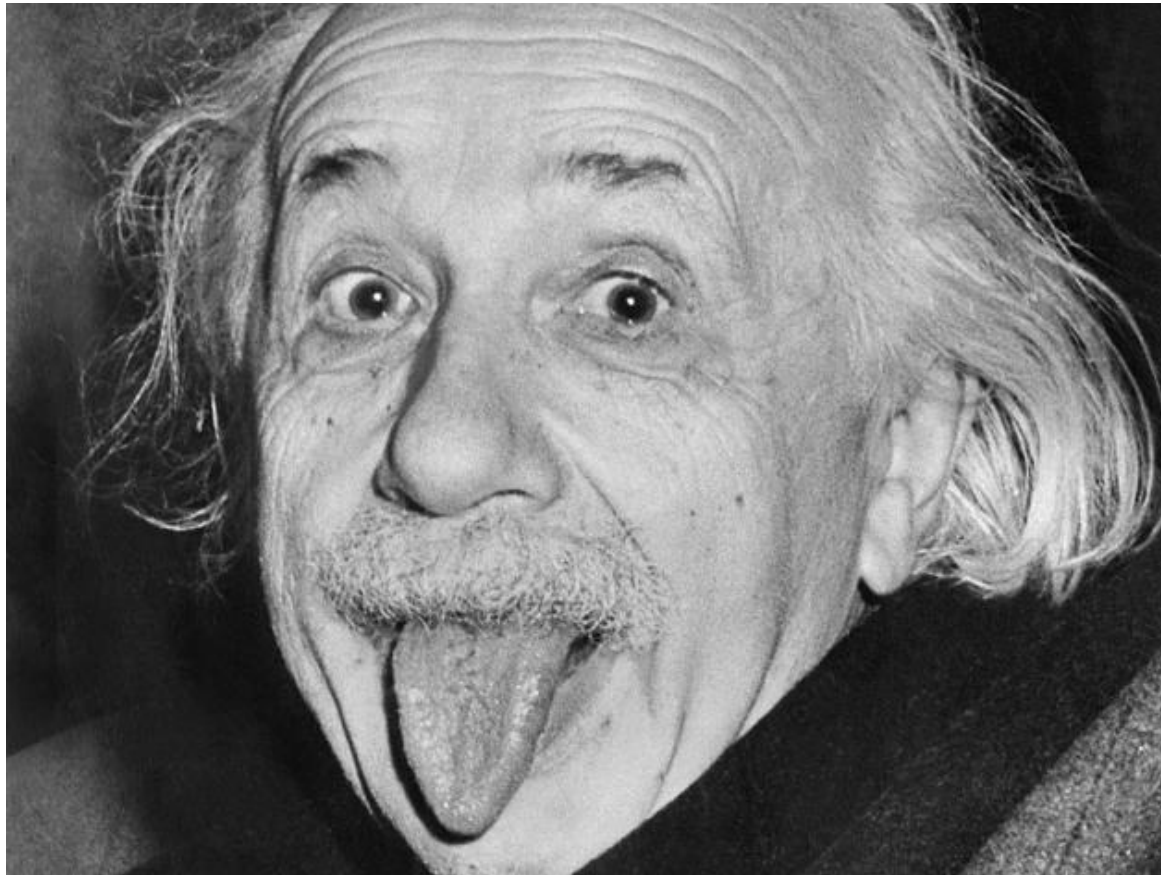
New emergent order



Lichtenstein & Plowman (2009), p. 621.

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Einstein and leadership?!



<https://p5.focus.de/img/fotos/origs5107063/2188514239-w630-h472-o-q75-p5/albert-einstein.jpg>

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Much of leadership thinking has failed to recognize that leadership is not merely the influential act of an individual or individuals but rather is embedded in a complex interplay of numerous interacting forces. Uhl-Bien (2007), p. 302

Complexity Leadership Theory (CLT)

- Complexity Leadership
 - Leadership models of the past suitable for production-driven economies
 - „if you can understand part of the system you can understand the whole“

Uhl-Bien, Mary; Marion, Russ; McKelvey, Bill (2007): Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era. In: *The Leadership Quarterly* 18 (4), S. 298–318. DOI: 10.1016/j.leaqua.2007.04.002.

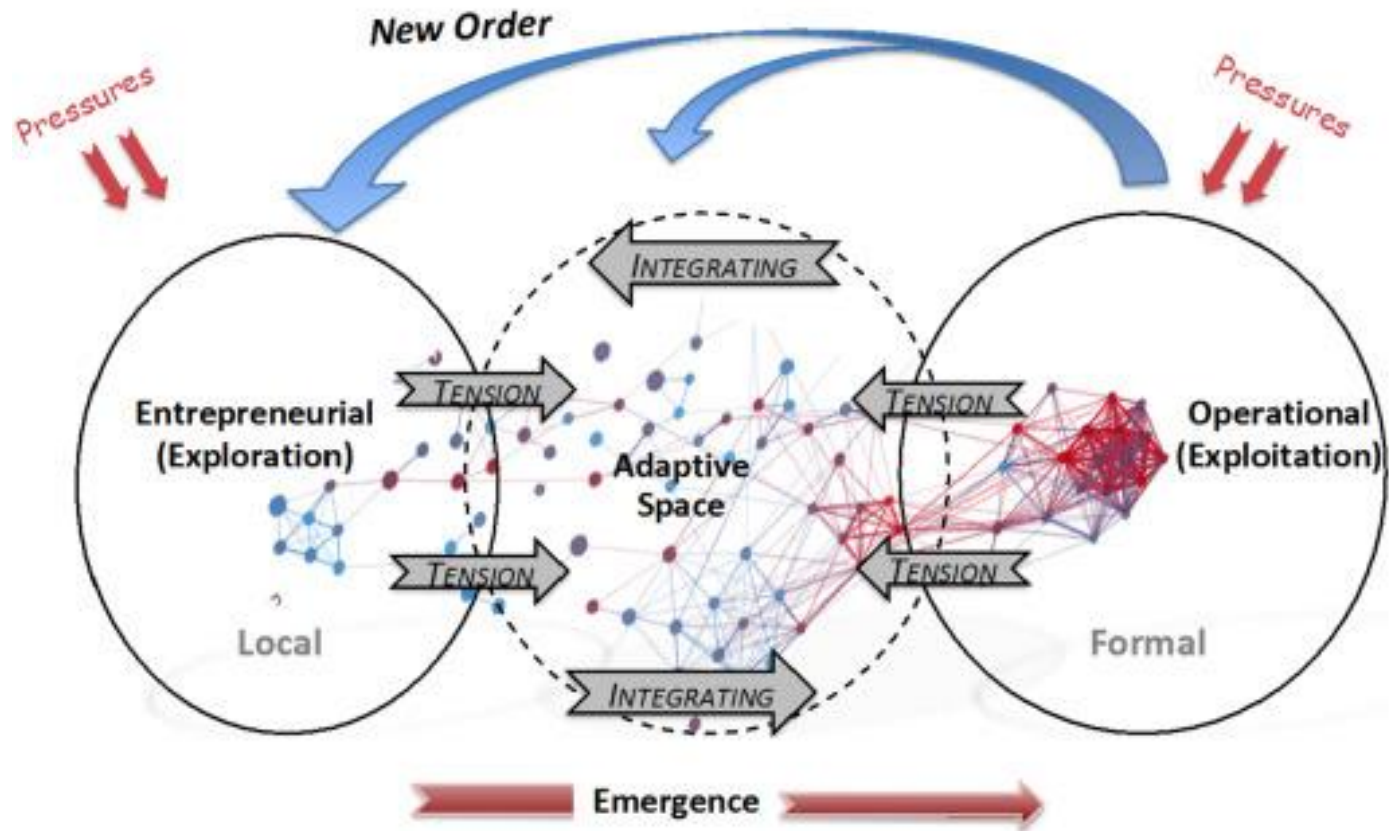
Complexity Leadership Theory (CLT)

- Leadership today „a leadership paradigm that focuses on enabling the learning, creative, and adaptive capacity of complex adaptive systems (CAS) within a context of knowledge-producing organizations”
 - **Administrative leadership-** grounded in traditional notions of bureaucratic hierarchy, alignment and control
 - **Enabling leadership-** leadership that structures and enables CAS
 - **Adaptive leadership-** leadership as a form of generative dynamic which underlies emergent change activities

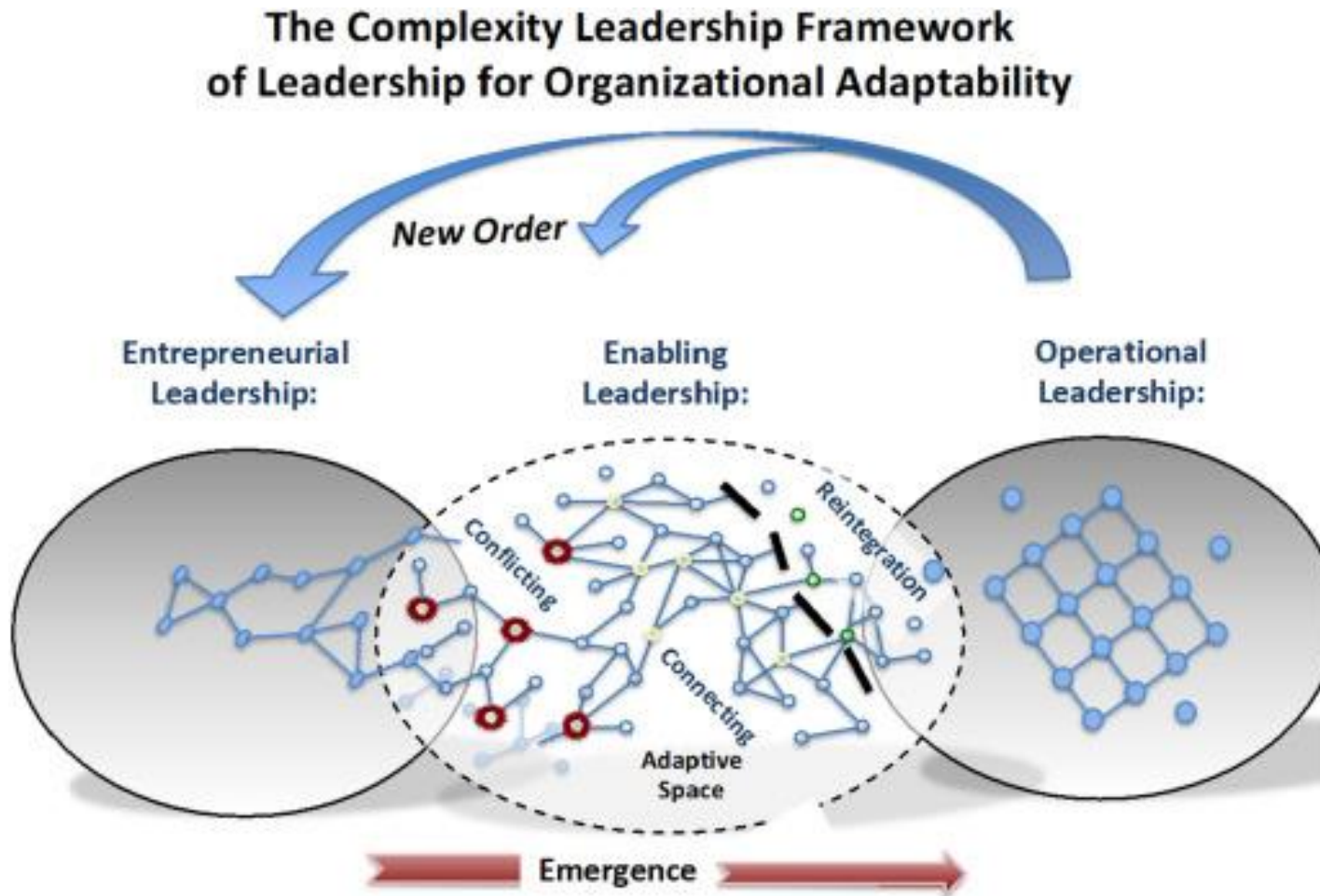
Uhl-Bien, Mary; Marion, Russ; McKelvey, Bill (2007): Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era. In: *The Leadership Quarterly* 18 (4), S. 298–318. DOI: 10.1016/j.leaqua.2007.04.002.

Complex Adaptive Systems (CAS)

Organization as a Complex Adaptive System



CLT Framework



Uhl-Bien & Arena (2018)

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Knowledge leadership & the learning organization

- Knowledge era
 - Democratization
 - Globalization
 - Technology
 - Deregulation
 - Success is defined by social assets, corporate IQ and learning capacities rather than physical assets
 - Knowledge needs to be accumulated, shared and protected at low cost- phenomenon of distributed intelligence
 - Leading for adaptility, knowledge and learning

Role of leaders in the learning organization

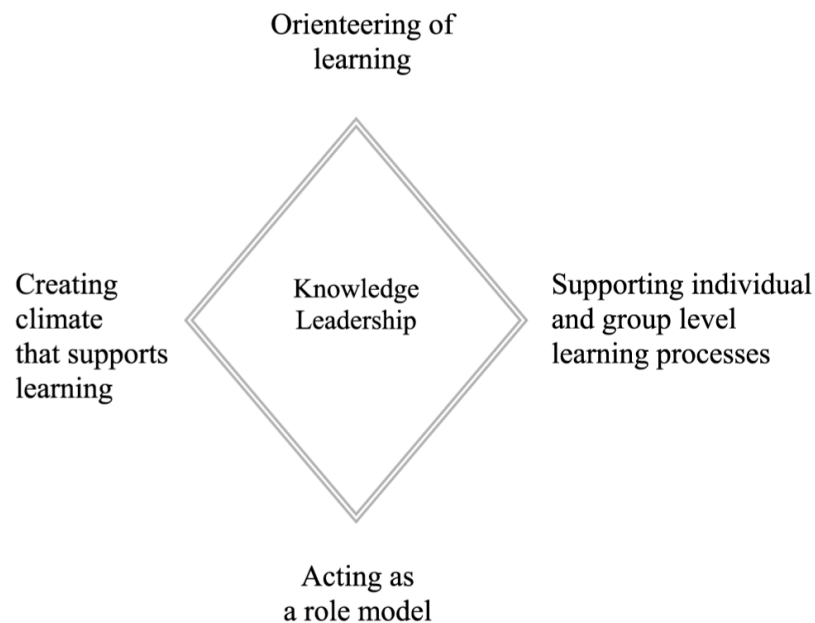
- Coach
- Teacher
- Facilitator
- Leader of learning
- Encourage knowledge sharing
- Learning through mistakes
- Create continuous team learning
- ...

Macneil (2001), Lather, Popper & Lipschitz (2000), Argyris (1993), Macneil (2001)

Knowledge leadership definition

“Leadership that promotes learning is leadership where the leader, together with his/her subordinates, *clarifies the direction of development, creates a climate which promotes learning, and supports learning processes* at both individual and group level. The leader also *inspires* his/her subordinates towards continual personal development through his/her own *example*” Viitala (2004), p. 539

Knowledge leadership framework



- **Orienteering of learning**
 - Creation of vision and system thinking, formulation of strategy, giving room for evaluation and discussion
- **Learning climate**
 - „psychological safety“ (Edmondson)
 - Sense and purpose, fulfilment
- **Ind. & group learning processes**
 - Provide learning goals, develop learning plans, monitor and provide feedback and confidence
- **Acting as a role model**
 - Form a good example, be enthusiastic, commit to changes

Contextual leadership

- Former leadership research is not incorrect, but incomplete as any form of leader-interaction is a matter of its respective context

Leadership contexts

- Stability
- Crisis
- Dynamic equilibrium
- Edge of chaos

Contexts and key aspects of contextual leadership

Contexts and key aspects of contextual leadership

Key aspects	Context 1	Context 2	Context 3	Context 4
	Stability: conditions between and among such macro variables as external environment, structure, size, and technology assume static fit. Leadership mechanically adjusts to and creates internal operations to enhance system goals for various fits. Steady trajectory of operations and goals for predictable conditions.	Crisis: dramatic departure from prior practice and sudden threats to high priority goals with little or no response time.	Dynamic equilibrium: organizations in change mode often attributable to competition, technology, internal initiatives, or institutional evolution. Stability within a range of shifting priorities with programmatic change efforts.	Edge of chaos: transition zone delicately poised between order and chaos that many complex adaptive systems seem to naturally evolve toward.
Hierarchical level and expected conditions	Deep within the organization—highly predictable in degree, velocity, direction, and cyclicity	Middle of the organization—probabilities of change somewhat unknown; effects semipredictable in dramatic cycles	Top of the organization—probabilities estimated; dramatic disruptive and discontinuous change	Entire system—stable within a range of shifting priorities with programmatic efforts toward change
Organizational performance	Performance dimensions outside the leadership model	Performance dimensions stem from the crisis and are interpreted by leaders	Performance dimensions stem from strategy	Future performance has danger and prospect but definition of success is shifting in important dimensions and emanating from outside

Contexts and key aspects of contextual leadership

	Stability	Crisis	Dynamic Equilibrium	Edge of chaos
Leader's attention patterning: consistent individual/collective process whereby corporate elite leadership identifies what is important and relevant in moving toward desired ends.	No need to focus; static and indicating to subordinates what is important	Identify crisis roots; analytics for solutions; narrowing focus on crisis solutions	Top management schema; isolate and communicate relevant information	Focus attention on priorities for change in the system; areas for change and stability
Leader's networking: direct and indirect network influence patterns of managers involving simultaneous choice of network, network membership and linkage, and inside activities and their management.	Leader's individual network development	Build linkages to access new resources for new solutions, build social capital	Breadth and depth of corporate elite's direct ties related to strategic information	Diversification of schema, networks, and links to key constituencies
Leadership research approach and key issues	Individual, comparative statics and longitudinal. Importance of the informational aspects of leadership in interactive combination with context	Individual and collective, dynamic and processual elements; combinations of collective leadership and process that yield improvement across time	Collective, comparative statics and dynamics, processual; composition of leadership associated with specific types of strategic performance	Collective, dynamic, processual; role of informational aspects of leadership in combination with transformational leadership to yield sustainability of the system

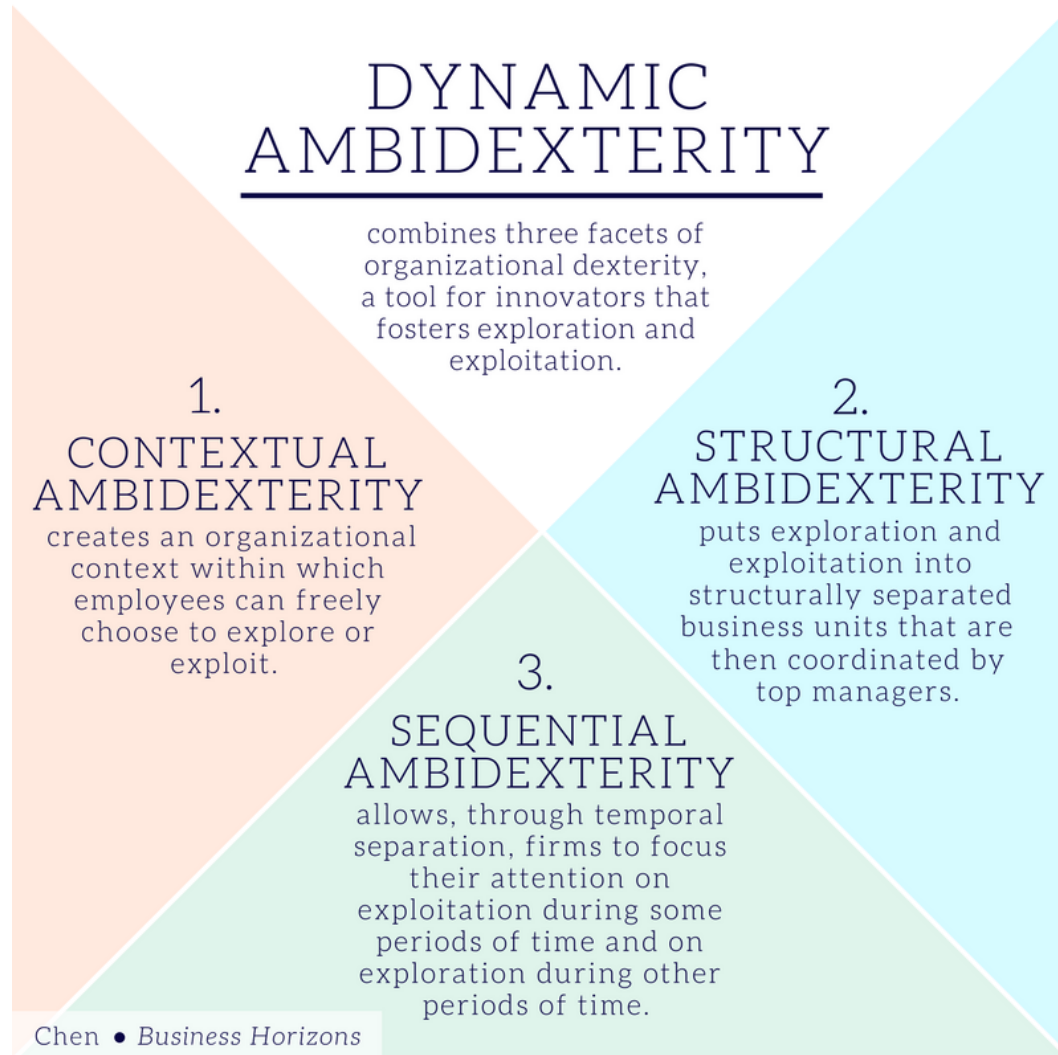
Leadership Ambidexterity

- Dual dexterity: likewise pursuit of
 - Exploitational and explorational aspects
 - Flexibility and stability
- Contextual
- Structural
- Leadership Ambidexterity

Exploitational vs. Explorational Mgmt Activities

- A manager's exploration activities
 - Searching for new possibilities with respect to products/services, processes, or market
 - Evaluating diverse options with respect to products/services, processes, or markets
 - Focusing on strong renewal of products/services or processes Activities of which the associated yields or costs are currently unclear
 - Activities requiring quite some adaptability of you Activities requiring you to learn new skills or knowledge
 - Activities that are not (yet) clearly existing company policy
- A manager's exploitation activities
 - Activities of which a lot of experience has been accumulated by yourself
 - Activities which you carry out as if it were routine
 - Activities which serve existing (internal) customers with existing services/products
 - Activities of which it is clear to you how to conduct them
 - Activities primarily focused on achieving short-term goals
 - Activities which you can properly conduct by using your present knowledge
 - Activities which clearly fit into existing company policy

Ambidexterity



Summing up: key take aways when returning to work

- What is my environment like?
- What kind of leaders does my company need, what kind of leaders do we have?
- What is the context we are operating in?
- How are we doing with regard to learning?
- Do leaders have an awareness of leadership theory?

Inspiring Leaders

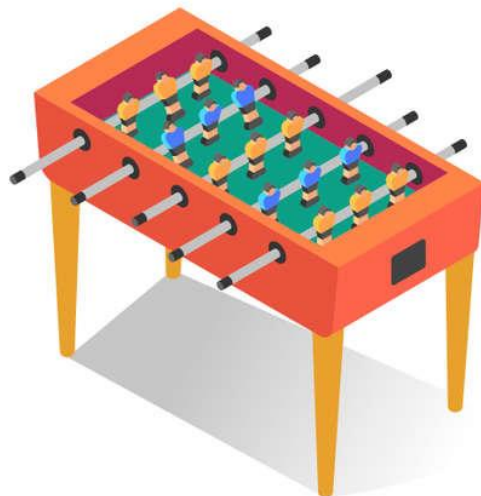
- Individual Work
 - Choose a leader who truly inspires you
 - Who is this person?
 - What makes them inspiring, how do they work, communicate, interact?
 - Prepare a brief presentation for the group!

Networking, Resilience, New Work

NEW WORK

What NW is- and what it is not

- *„How can we implement New Work?
We offer a soccer table and free
coffee to our employees- isn't that
something?“*



Jobst-Jürgens (2020), p. V

New Work: Mindset first, everything else will follow

- Culture
- Attitudes
- Competencies
- Processes

...catering to: work, the employee really wants

What is New Work?

- No uniform definition
- Concept Introduced by professor Frithjof Bergmann in the 1980s, based on the understanding that liberty is the freedom to do something you really like (in this case: work!)
- NW should offer new ways of creativity and personal (personnel) development hence adding value for companies
- Considers the traditional wage work system to be obsolete
- Based on the idea that work should have a meaning for the individual as opposed to simply “paying the bills”
- Bergmanns original concept had anti-capitalist roots
- Covid-19 has greatly enforced companies' engagement in NW initiatives: VUCA

Components of New work according to Bergmann

- According to Bergmann, NW should consist of 3 parts
 - Gainful employment
 - Self-sufficiency/self-providing and smart consumption
 - Work the employee really wants

Constituents of New Work



Networking, Resilience, New Work

NEW WORK: THE ORGANIZATIONAL LEVEL

NW is often understood as a „collection“ of initiatives

- Digitization & Technology
- Purpose
- Appreciation
- Flexibility
- Flat/no hierarchies
- Management as coaches
- Individual responsibilities, self-management
- Holistic approaches to leadership/ „wholeness“

NWs „special“ role in Germany

- »The notion of having work, identifying with work, and gaining the meaning of your existence through work is more embedded in Germany than any place else. Germany is identified with its capacity to work. Everyone knows that when a product says, »Made in Germany,« it really means something. It is no accident that Porsches and Mercedes and BMW's have a certain prestige. But this is only one side of the picture. The other side is that while in no place is one as committed to work as in Germany, in no place is the pressure to distance oneself from traditional ways of working as great. It is like in the Middle Ages when people argued about what happens when an irresistible force meets an immovable object. It's ironic, because the Germans always feel that they are dull and uninteresting when it comes to imagining new ways of working. I tell them, on the contrary, at this moment Germany is the place of greatest drama because the conflict over work is carried out with the greatest intensity«

(Bergmann interviewed by *The Journal*, 1999).

New Work in the organizational context

- NW as a paradigm shift for companies with trade-offs between digitization, democratization and decentralization
- NW has become a „container“ for various initiatives of modern work
- According to Kienbaum, 60% of German companies engage in „NW“ initiatives- which in other countries are however not deemed “new work”

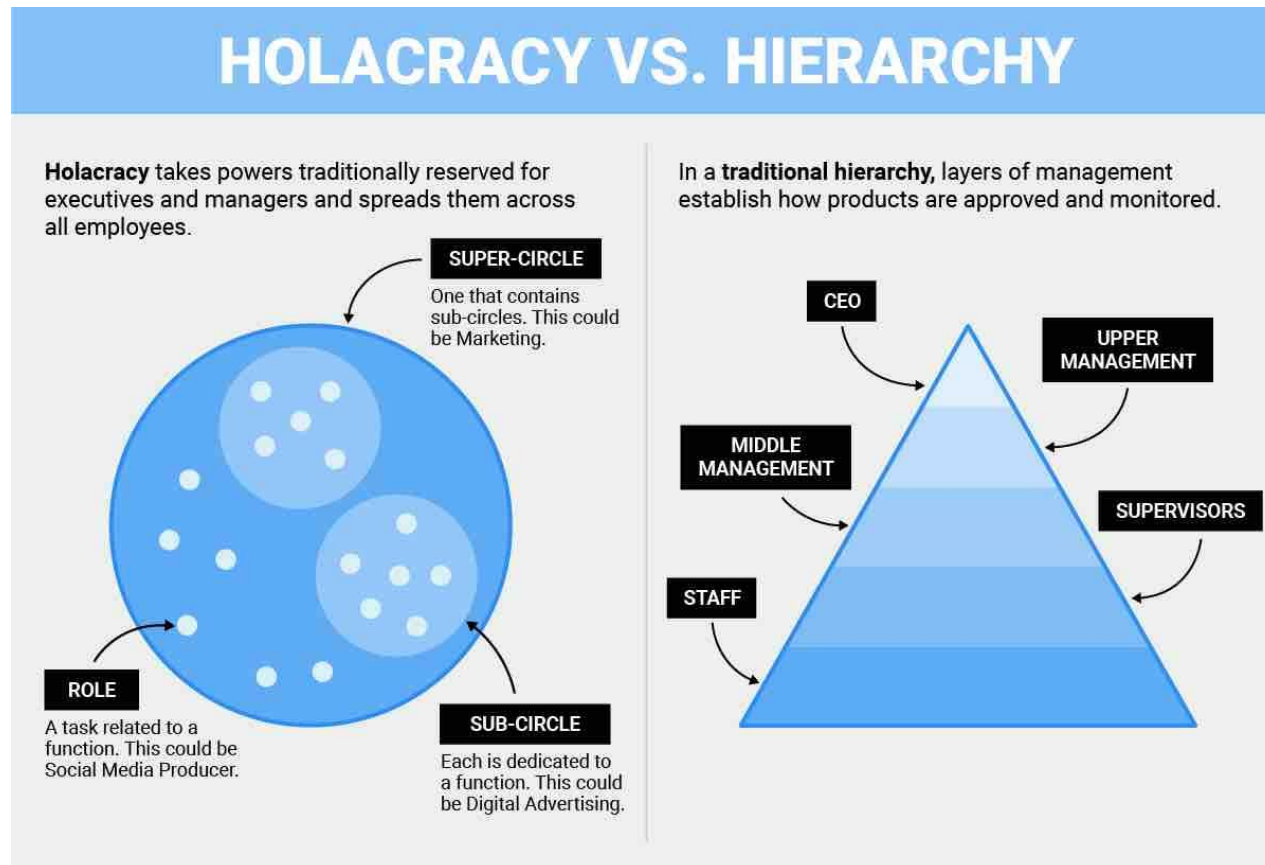
New Work describes a broad field of measures

- Flexible working hours (e.g. part-time, flex-time, trust-based working hours, job sharing)
- Workplace flexibility (e.g. home office, remote work)
- General flexibility of structures, organizations)
- Collaborative work (including team building)
- Global and virtual teams (e.g. cross-functional and cross-border teams)
- Diversity and equality (e.g. talent management and career prospects)
- Mentoring, coaching or interdisciplinary projects (e.g. knowledge transfer)

Job Crafting

- Job Satisfaction in Germany is comparatively low because workers have relatively few possibilities to work according to their strengths
- Motivational research has found that identification with the job's goal is an essential prerequisite
- Job Crafting entails
 - Types of tasks: workers can decide which tasks/projects they would like to participate in
 - Types of social interaction
 - Identification of ones work with regard to purpose

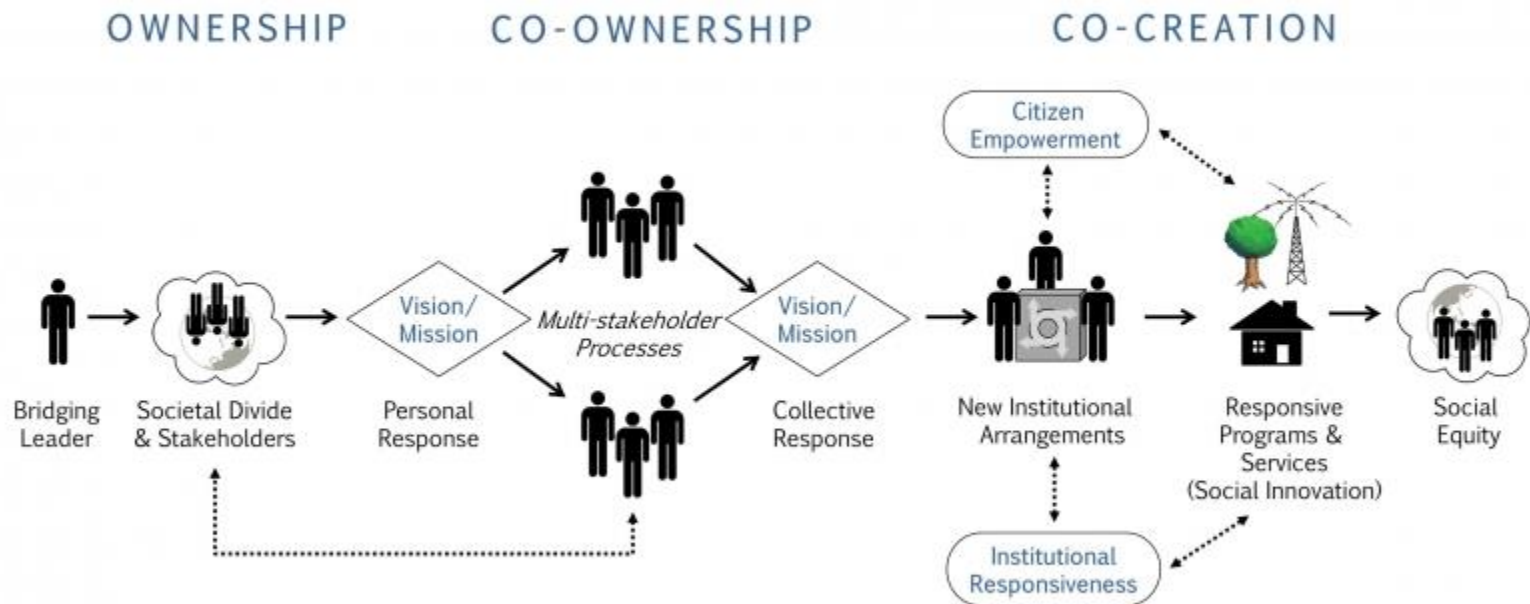
Holacracy: Organizing for complexity



<http://blog.lautenbachs.de/wp-content/uploads/2016/08/hierarchy-vs.-holacracy.jpg>

<https://www.youtube.com/watch?v=bKYzkXugszc&list=PLicFnvd5hIVnrm98x02BDHN-74LTzX2mb>

The bridging leader: from ownership to co-creation

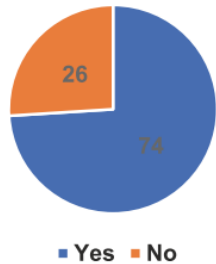


<https://blfellows.files.wordpress.com/2008/04/picture7.jpg>

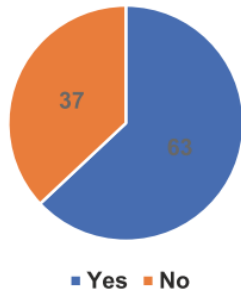
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How German companies implement NW

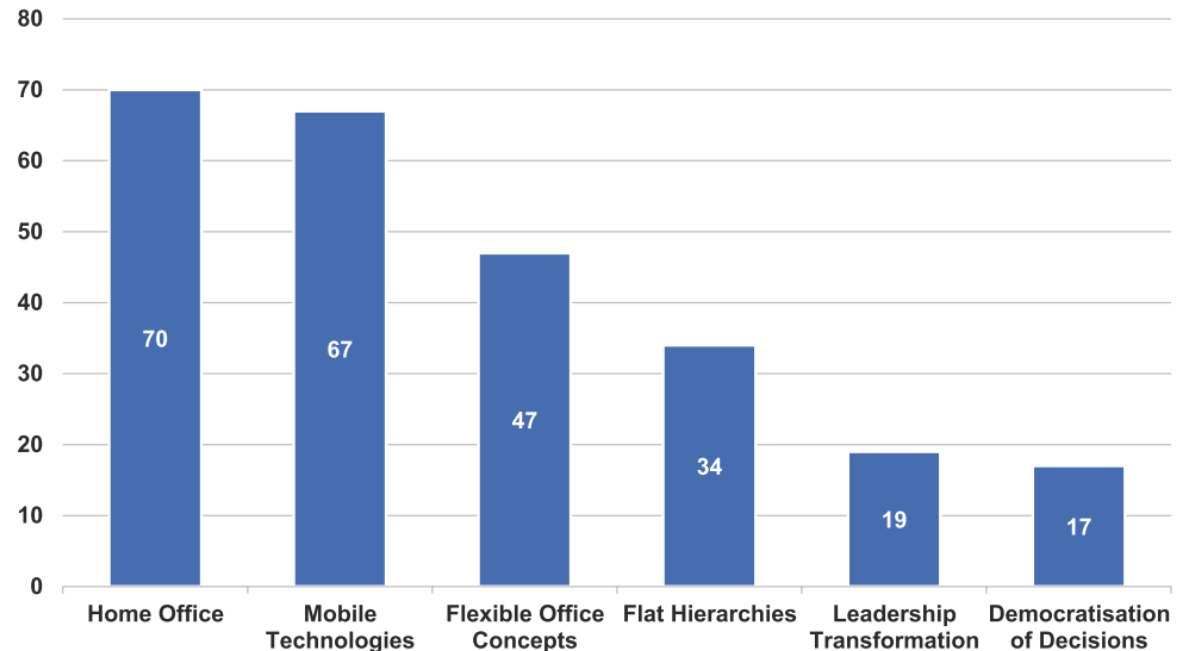
Is New Work on the
Agenda of your
Company (%)



Has your Company
established Initiatives to
implement New Work (%)



In what Areas have you implemented New Work
Initiatives (%)



In other words...

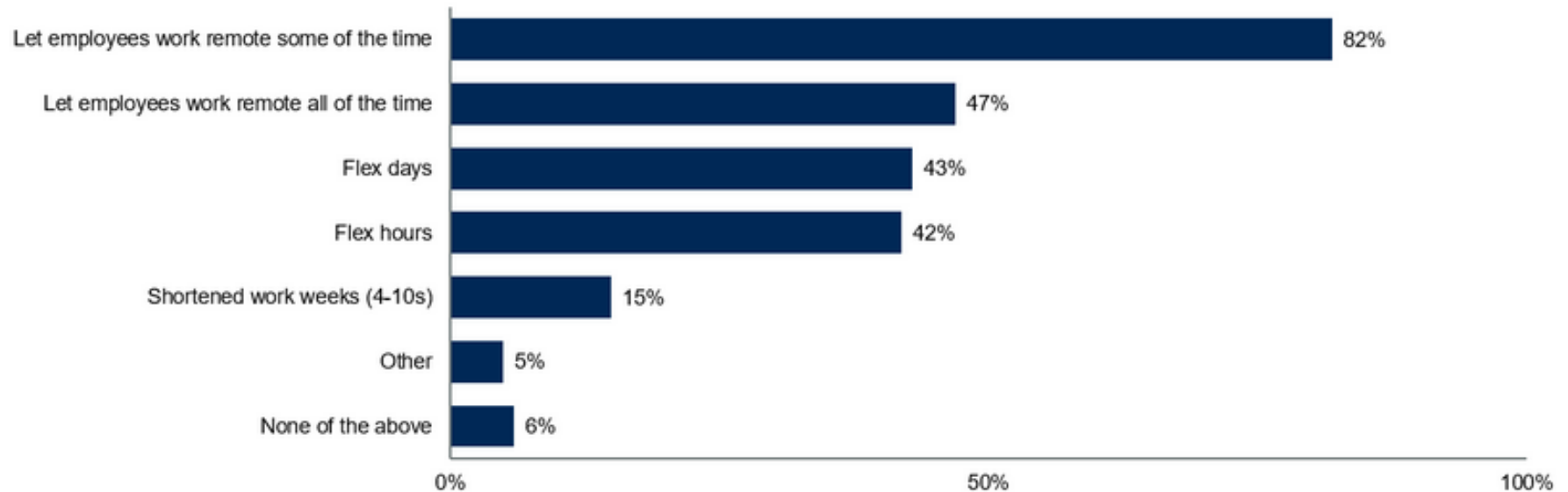
- Most prominent NW measure is to let employees work from home
- Equip them with smartphones and laptops
- Implement a more open and flexible office space

BUT

Essential cultural changes and measures, such as the democratization of decisions and a holistic implementation are often evaded, and organizations hence jeopardize the success of measures!

Covid-19: a catalyst to New Work?

Percent Selecting; Multiple Responses Allowed



n = 127

Q: Are you, or do you plan on, providing any of the following flexibilities to employees as you reopen closed workplaces? Select all that apply..

Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

Covid-19 and its impact on NW

- Covid-19 led to a widespread (involuntary) of initiatives associated with NW
- However, very few holistic implementations (and few cultural initiatives)
- „Home office“ often equaled to NW
- Hybrid, more complex workforce after the pandemic

Covid-19 induced trends in the context of NW

- Working from home/remotely
- Expanded data collection e.g. to monitor employees
 - virtual clocking
 - computer usage
- Contingent worker expansion
 - reduction of contracted hours
 - flexibilization of workforce
- Expanded Employer Role as Social Safety Net
 - Community support
 - Financial aids
 - Consideration of personal factors rather than external factors taking precedence
- (De-)Humanization of Employees
 - Covid-19 as a “humanitarian crisis”
 - Or: workers first, people second?

Covid-19 induced trends in the context of NW

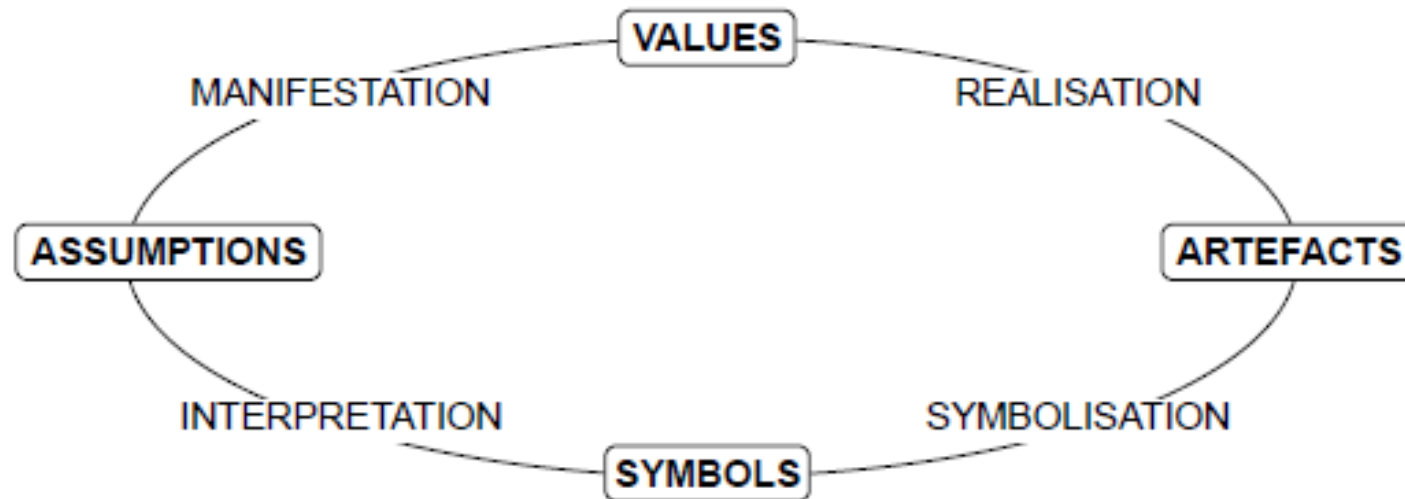
- Re-definition of Critical Skills and Roles
 - Before the crisis: critical roles = capabilities needed to meet the organizations strategic goals
 - Post-crisis: critical roles also = roles essential to the success of workflows
 - Focus on the skills rather than the roles needed to keep the system running
- Emergence of New Top-Tier Employers
 - Companies balancing immediate concerns for survival with longterm employee interest
 - “walking the talk” e.g. leader paycuts
- Designing for resilience instead of efficiency
 - Develop systems to flexibly react to disruptions
- Increases in organizational complexity
 - Nationalization, M&As
 - Geographic dispersion to protect from local disruptions

However, do you remember this?

...from our class on intercultural management?

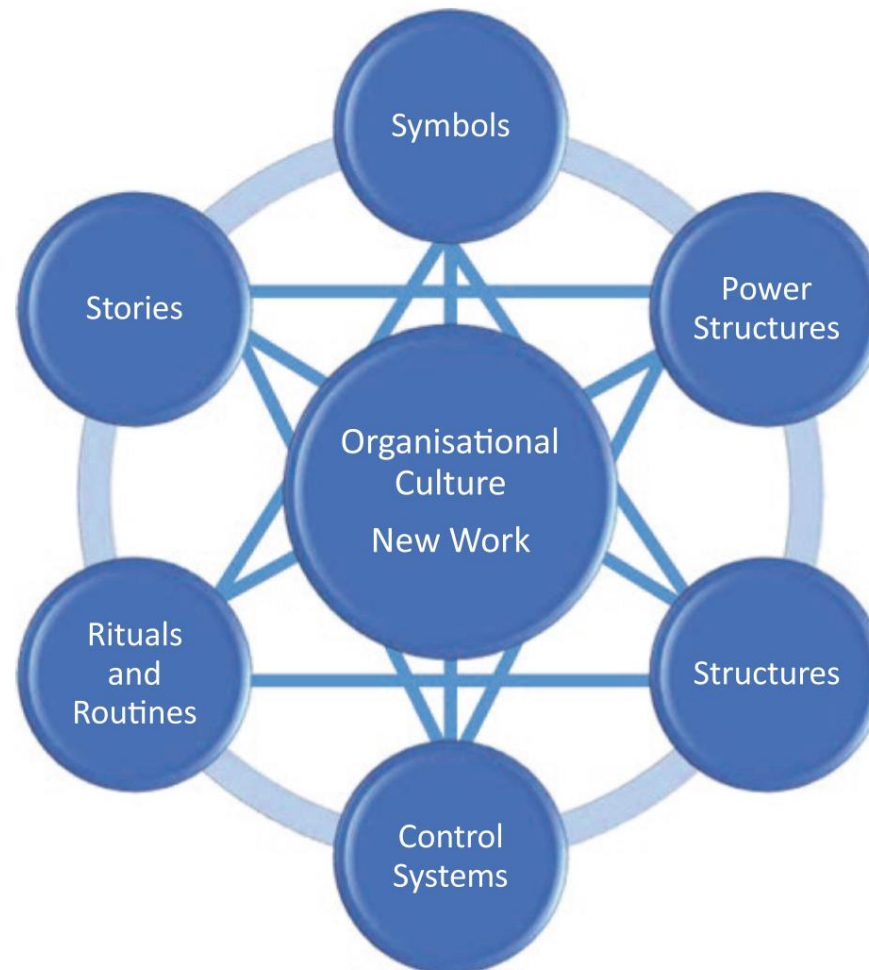


And this? Processes of culture according to Hatch and Schein (1993)



Harris (1998), p. 357

New Work and Organizational Culture 1/3



New Work and Organizational Culture 2/3

- **Stories and Myths**

- What form of company reputation is communicated between customers and stakeholders?
- What stories do people tell new employees about the company?
- What do people know about the history of the organization?
- What do these stories say about the culture of the business?

- **Rituals and Routines**

- What do employees expect when they arrive each day?
- What experience do customers expect from the organization?
- What would be obvious if it were removed from routines?
- What do these rituals and routines say about organizational beliefs?

- **Symbols**

- What kind of image is associated with the company from the outside?
- How do employees and managers view the organization? Are there any company-specific designs or jargon used?
- How does the organization advertise itself?

New Work and Organizational Culture 3/3

- **Control Systems**
 - Which processes are strongly and weakly controlled?
 - In general, is the company loosely or tightly controlled?
 - Are employees rewarded or punished for performance?
 - What reports and processes are used to keep control of finance, etc.?
- **Organizational Structures**
 - How hierarchical is the organization?
 - Is responsibility and influence distributed in a formal or informal way?
 - Where are the official lines of authority?
 - Are there any unofficial lines of authority?
- **Power Structures**
 - Who holds the power within the organization?
 - Who makes decisions on behalf of the company?
 - What are the beliefs and culture of those at the top of the business?
 - How is power used within the organization?
- **Assess and address the different elements of change by developing a SMART goal system and step-by-step changes**

Now, how can we implement this?

“Challenge People to Think If you are not thinking, you’re not learning new things. If you’re not learning, you’re not growing—and over time becoming irrelevant in your work. The most successful leaders understand their colleagues’ mindsets, capabilities and areas for improvement. They use this knowledge/insight to challenge their teams to think and stretch them to reach for more.”

Now, how can we implement this?

“Lead by Example Leading by example sounds easy, but few leaders are consistent with this one. Successful leaders practice what they preach and are mindful of their actions. They know everyone is watching them and therefore are incredibly intuitive about detecting those who are observing their every move, waiting to detect a performance shortfall.”

Now, how can we implement this?

“Take Lots of Leaps of Faith Making a change requires a leap of faith. Taking that leap of faith is risky, and people will only take active steps towards the unknown if they genuinely believe—and perhaps more importantly, feel—that the risks of standing still are greater than those of moving forward in a new direction. Making a change takes lots of leaps of faith.”

Now, how can we implement this?

“Create an Environment Where It Is Ok to Fail Failure should be encouraged!

That’s right. If you don’t try, you can’t grow; and if growth is what you seek, failing is inevitable. There must be encouragement to try and it’s ok if you try and it doesn’t work. An environment where you can’t fail creates fear.”

Now, how can we implement this?

“Eliminate Concrete Heads “Concrete Heads” is the Japanese term for someone who does not accept that the organization must be focused on the elimination of waste. People feel threatened by the changes brought about by lean. As waste and bureaucracy are eliminated, some will find that little of what they have been doing is adding value. The anxiety they feel is normal and expected. To counteract this, it is critical that people are shown how the concept of work needs to change.”

Now, how can we implement this?

“Be a Great Teacher Successful leaders take the time to mentor their colleagues and make the investment to sponsor those who have proven they are able and eager to advance. They never stop teaching because they are so self-motivated to learn themselves.”

Now, how can we implement this?

“Show Respect to Everyone

Everyone desires respect. Everyone.
Regardless of your position or power,
ensure you show everyone respect.
Everyone wants to be treated fairly.”

Now, how can we implement this?

“Motivate Your Followers

Transformational leaders provide inspirational motivation to encourage their followers to get into action. Of course, being inspirational isn't always easy. Some ideas for leadership inspiration include being genuinely passionate about ideas or goals, helping followers feel included in the process and offering recognition, praise and rewards for people's accomplishments.”

Now, how can we implement this?

“Develop a True Team Environment

Create an environment where working as a team is valued and encouraged; where individuals work together to solve problems and help move the organization forward. Individuals who will challenge each other and support each other make teams more successful.”

Now, how can we implement this?

“Encourage People to Make Contributions Let the members of your team know that you welcome their ideas. Leaders who encourage involvement from group members has shown to lead to greater commitment, more creative problem solving and improved productivity. Constant change is a business reality and organizations must continually adapt to their environments to stay competitive or risk losing relevance and becoming obsolete. For each change, leaders must define it, create a vision of the post-change world, and mobilize their teams to make it. Fundamentally, a change of culture occurs when people start behaving differently as a result of a change in the climate of the organization. There are many different models of how an organizational culture is shaped by the prevailing climate and how it can be assessed. Leaders who protect the status quo through control must surrender to change in order to secure the future for their organization. Don’t be the leader who rewards herd mentality, and me too thinking. Don’t be the leader who encourages people not to fail or not to take risks. Be the leader who both models and gives permission to do the exact opposite of the aforementioned—be a leader who leads. The culture of an organization is learnt over time. It can be taught to new employees through formal training programs but is more generally absorbed through stories, myths, rituals, and shared behaviours within teams. Organizational culture will impact positively or negatively on everything you try to do whether you want it to or not.”

Networking, Resilience, New Work

NEW WORK: THE INDIVIDUAL LEVEL

Work, you really want?

- Learning of motivational competencies
- Successful self-reflection on basic motives: power, performance, social attachment?
- Congruence of self-image and subconscious motives
 - Which tasks can I do without rewards?
 - Which tasks do I enjoy enough to lose track of time?
 - Which results make me especially happy?
 - What kind of work did I enjoy despite an unsuccessful outcome?
- “Become, who you are” (Greek Proverb)

Identify individual character strengths: Positive Psychology

Item	Strengths in Character
Wisdom and Knowledge	Creativity, Curiosity, Open-Mindedness, Love of Learning, Perspective
Courage	Bravery, Persistence, Integrity, Vitality (Energy)
Humanity	Love, Kindness, Social Intelligence
Justice	Citizenship, Fairness, Leadership
Temperance	Forgiveness and Mercy, Humility and Modesty, Prudence, Self-Control
Transcendence	Appreciation of Beauty and Excellence (Wonder), Gratitude, Hope, Humor, Spirituality

Work 4.0: Digitization & Post Industrialism

- Compatibility of private & work life, psychosocial/mental health aspects



Work-life-balance? Work-life-blending!



https://www.malteknaack.com/portfolio/wp-content/uploads/2016/08/20160812_Schreibtisch.jpg

(c) Leonie Looser 2022

Work-Life Blending: A Seamless coalescence of private and work life?



Pros

- Working in jobs otherwise inaccessible e.g. far away
- New entrants to the job market
- Humanization of work
- Better compatibility of work and family issues

Cons

- Danger of exploitation
- Condensation of work
- No closing times?

Over to you...

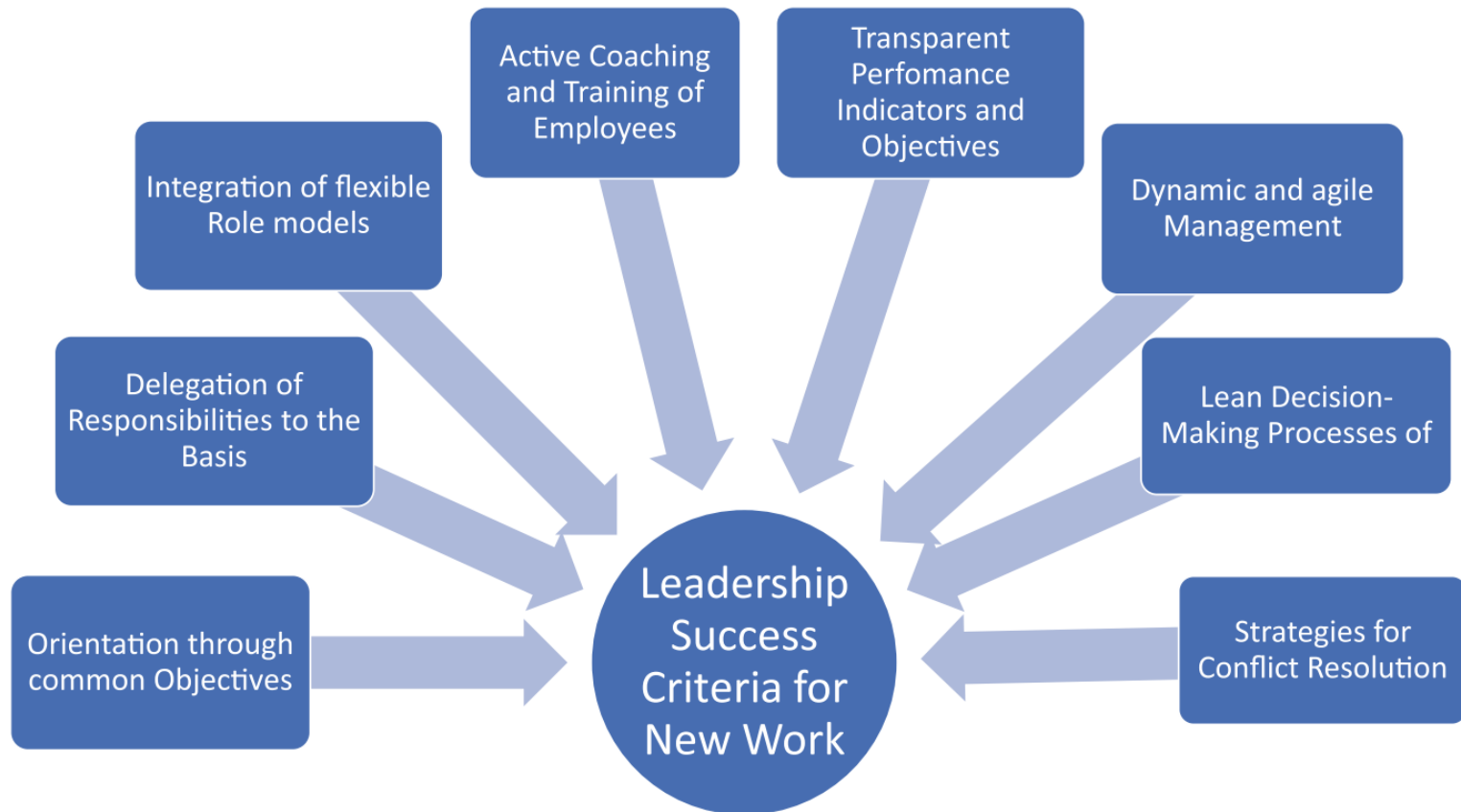
Please gather in dyads and discuss your personal take on pro's and con's!

Be ready to tell discuss in the group after 10mins

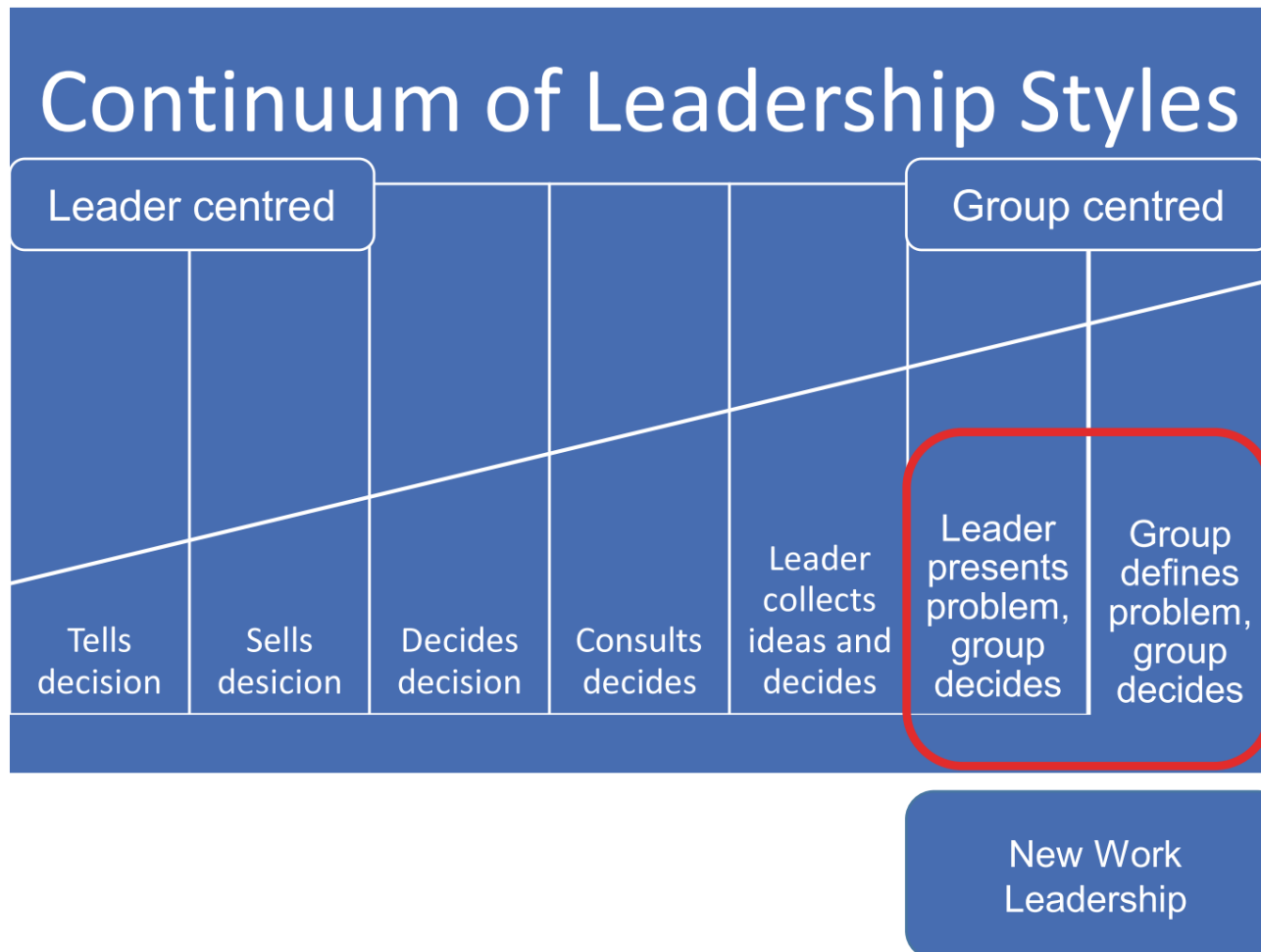
New Work requires

...a change in behaviors and attitudes
and not just formal mechanism and
fancy tools to become a success.

New Work requires new leadership



New Work is based on group-centered leadership approaches



Let's go to work

- Get together in small groups over a cup of something and find examples you consider worthwhile for each category!



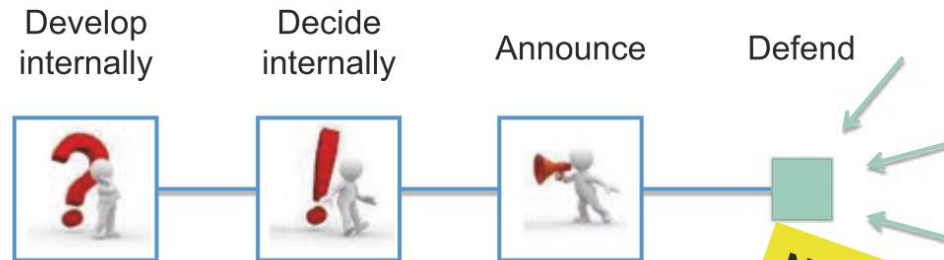
(c) Leonie Looser 2022

https://www.fitforfun.de/files/images/201906/1/so-wird-dein-kaffee-gesuender,366886_m_n.jpg

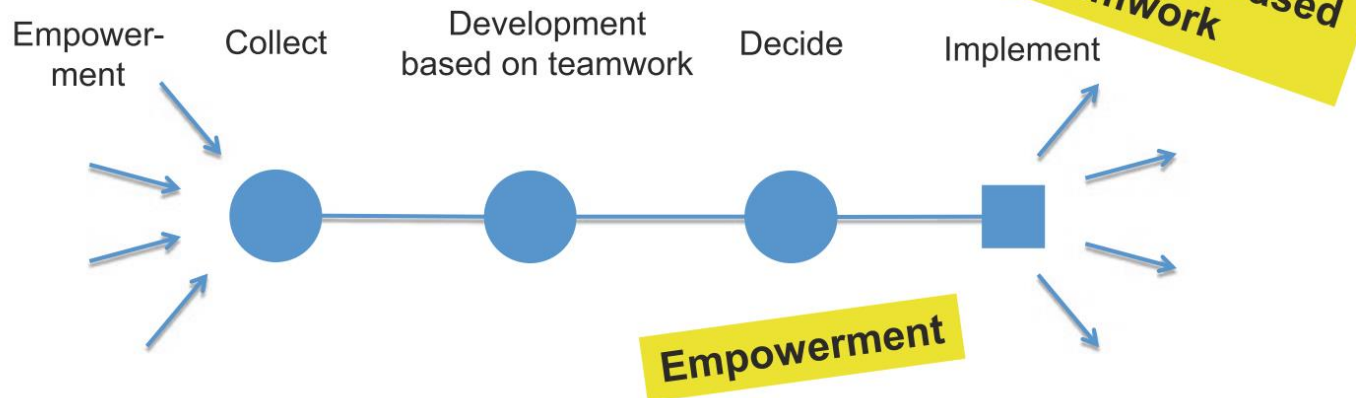
Empowerment in the center of NW

Conventional approach

A partnership based approach of implementing an improvement is the suitable long-term solution for New Work Concepts



Empowerment focused approach



New work needs inner work

...what do you think this is about?

Leadership and Talent Management

TALENT MANAGEMENT

Aims and goals of talent management

- ...managing your own talent?
- ...creating a superior workforce?
- ...human resources as a major strategic asset?

Connection between leadership and talent management?

What is your experience with regard to talent management?



Elements of talent management



Leaders in Talent Management



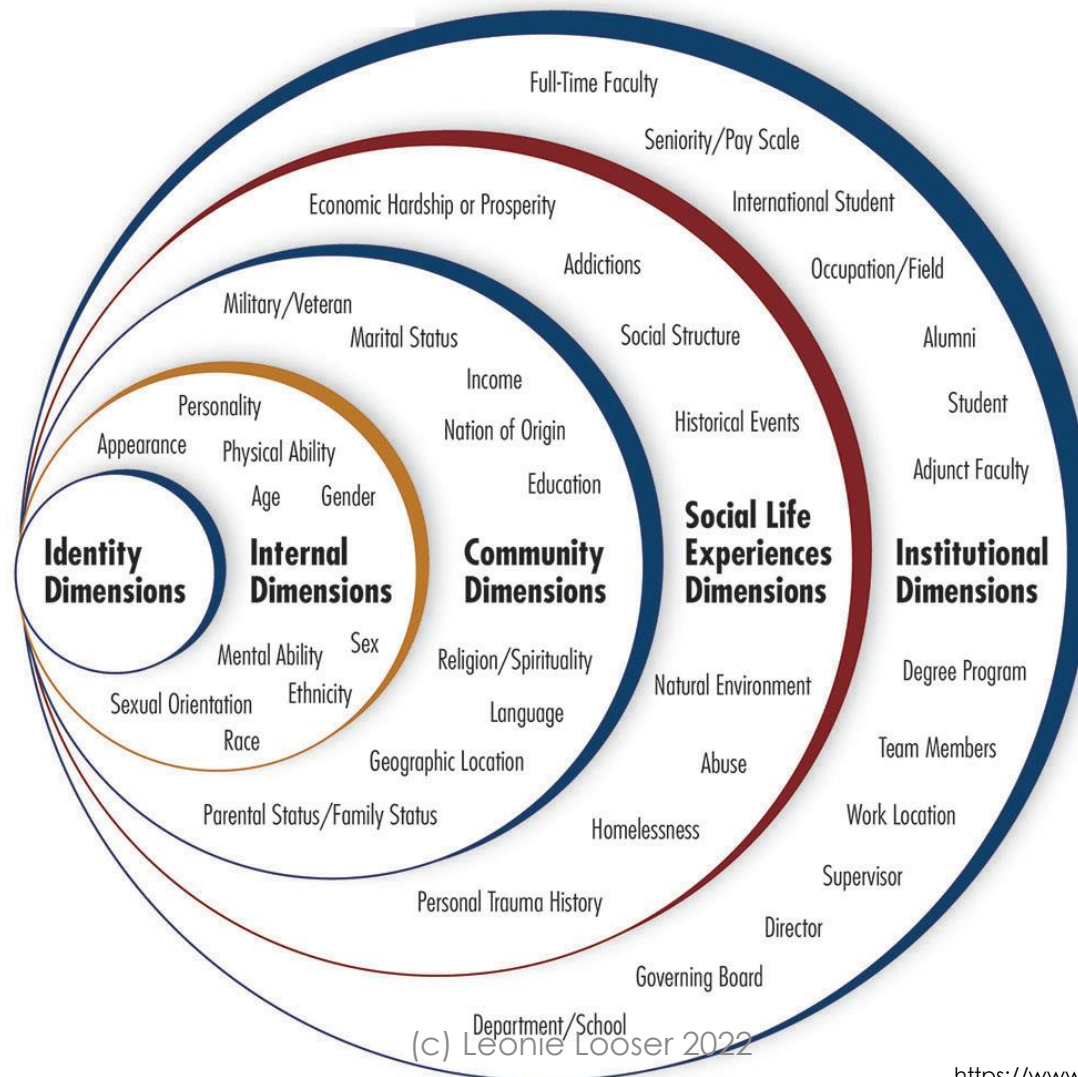
The talent management process



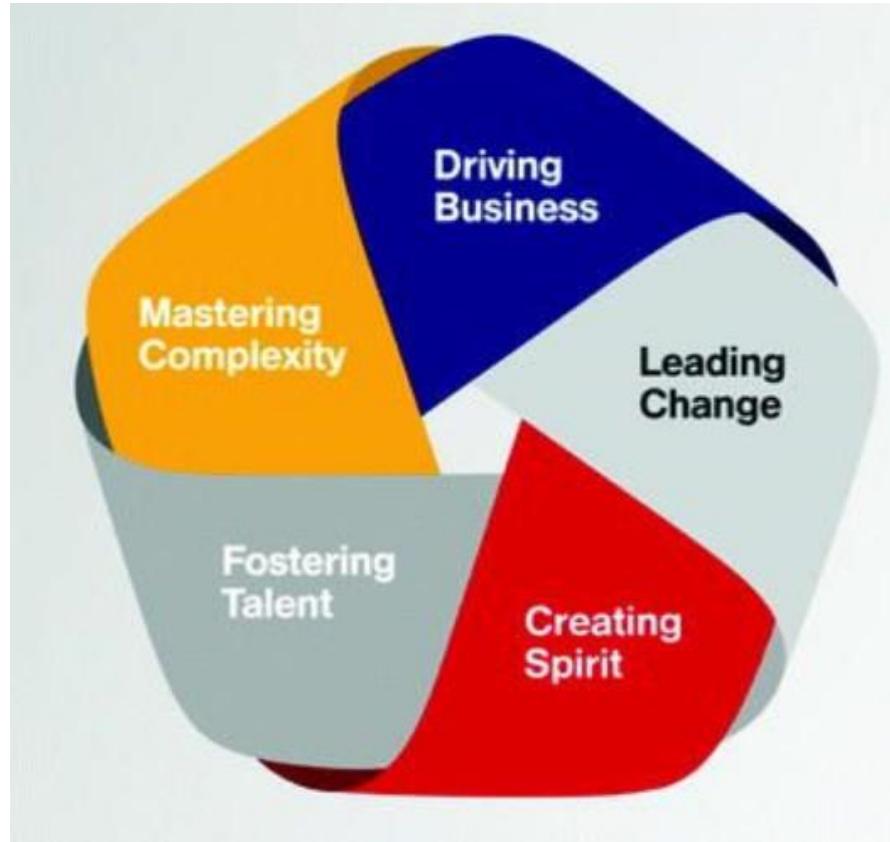
Talent management items



Diversity and talent



A case from real life: Lufthansa Leadership principles



Bosse, A. (2014). *Leadership principles workbook*. Frankfurt a. M.: Internal Lufthansa Publication

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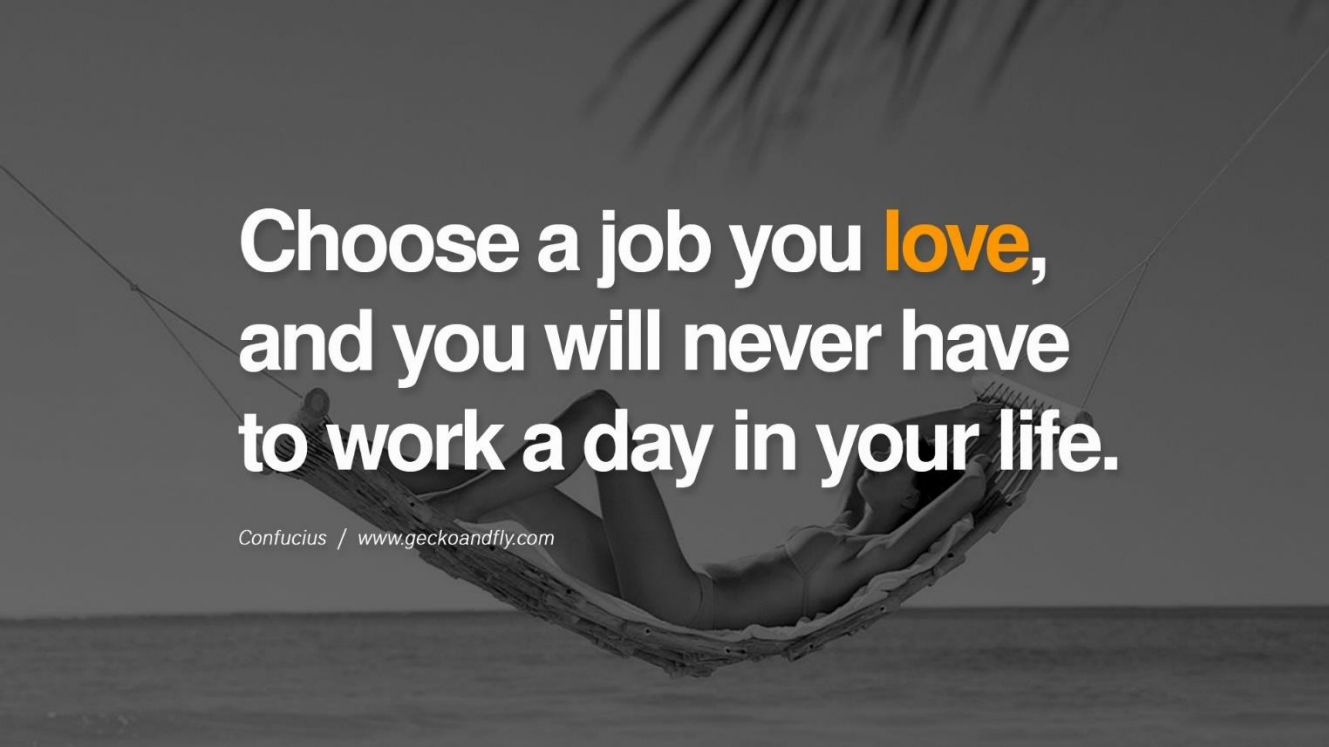
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Networking, Resilience, New Work

RESILIENCE AND WORK-LIFE-BALANCE

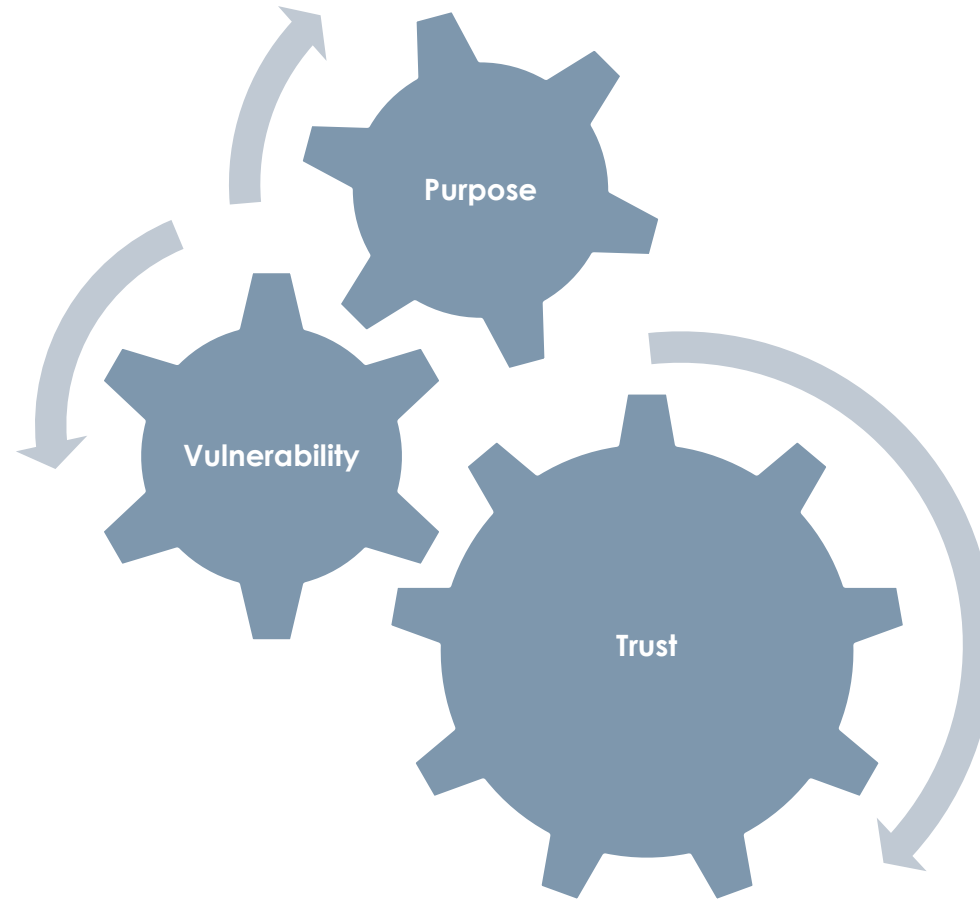
About life and work



Choose a job you **love**,
and you will never have
to work a day in your life.

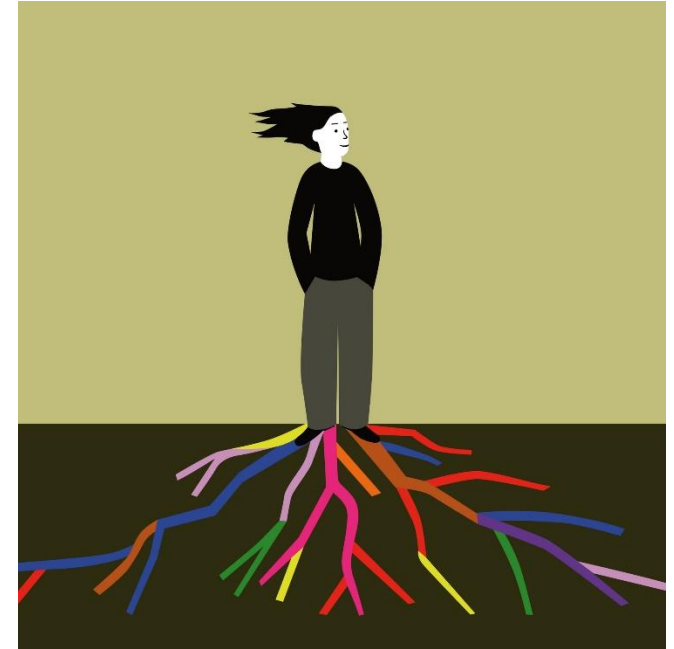
Confucius / www.geckoandfly.com

Being a resilient leader- being a daring leader



What is resilience?

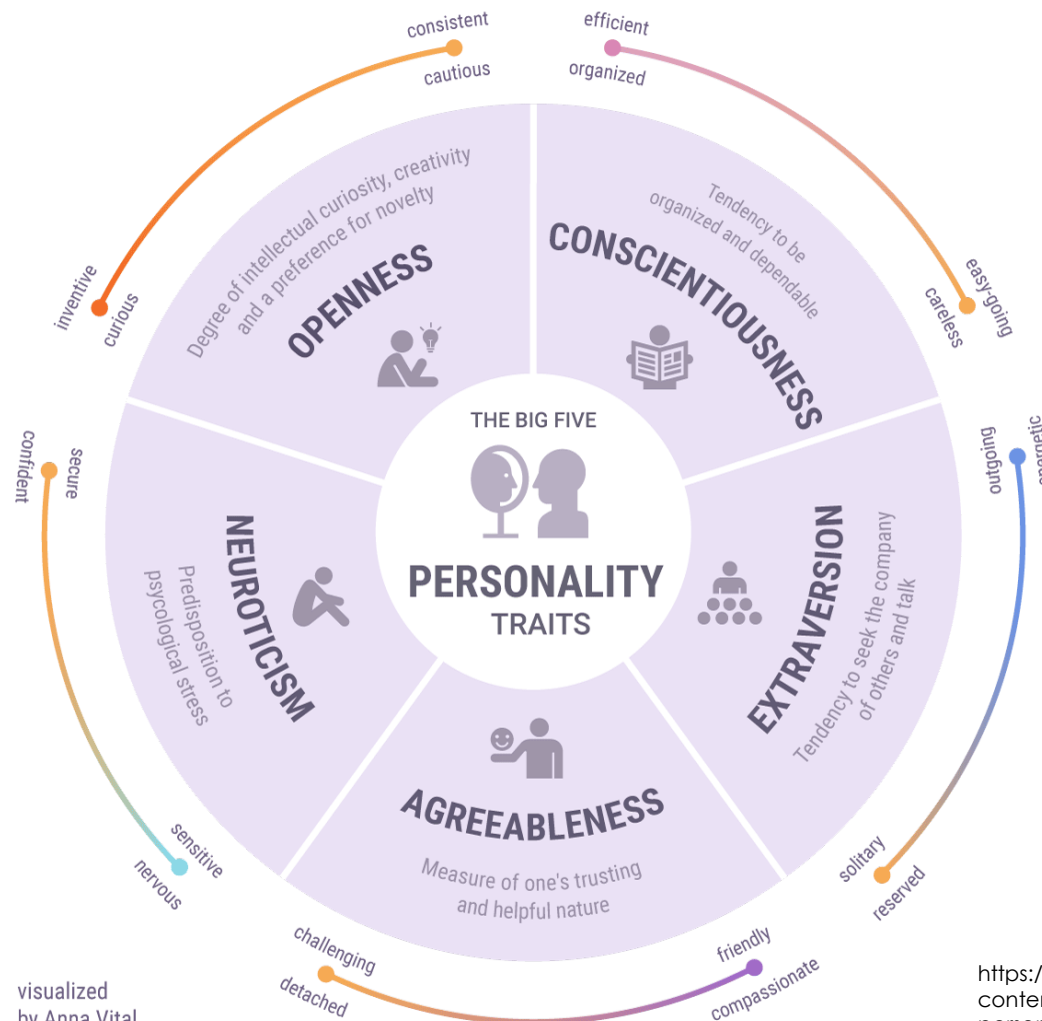
- Being able to bounce back from adversities
- Cope positively with setbacks
- Be in control of the way we respond to things



<https://static01.nyt.com/images/2020/06/18/multimedia/18sp-resilience-zimmerman/18sp-resilience-zimmerman-mediumSquareAt3X.jpg>

The Big Five Personality Traits: The OCEAN Model

Borkenau & Ostendorf (1991)



visualized
by Anna Vital

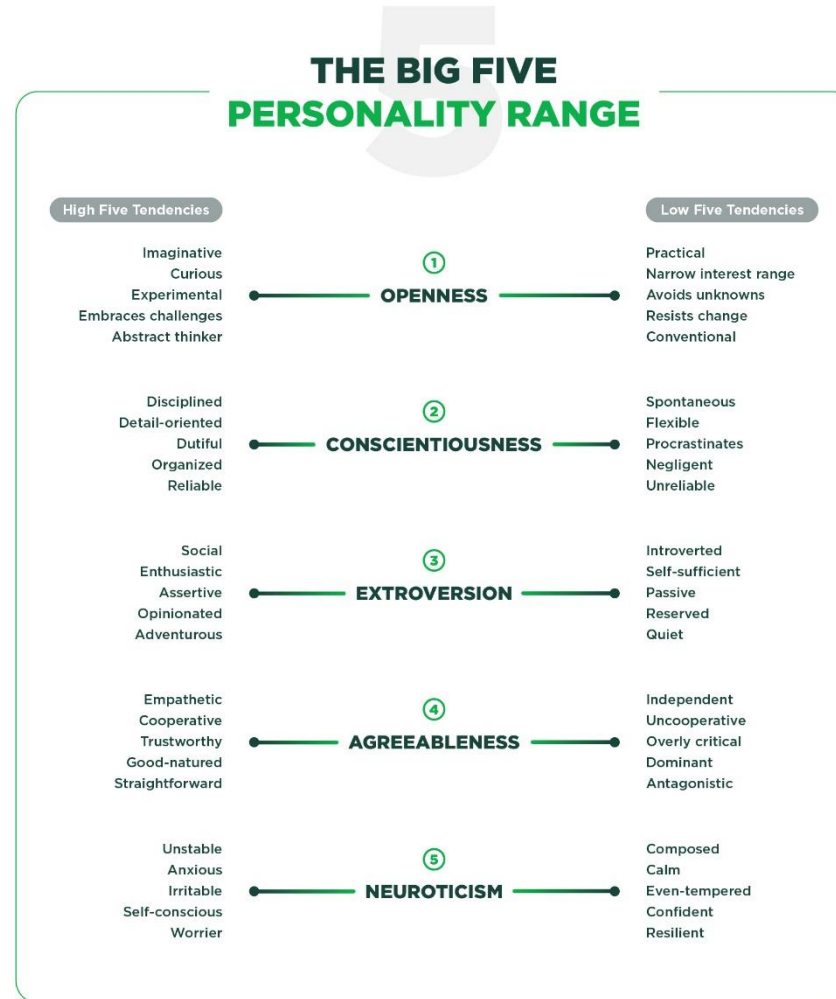
Source: J. M. Digman

Personality Structure: Emergence of the Five-Factor Model

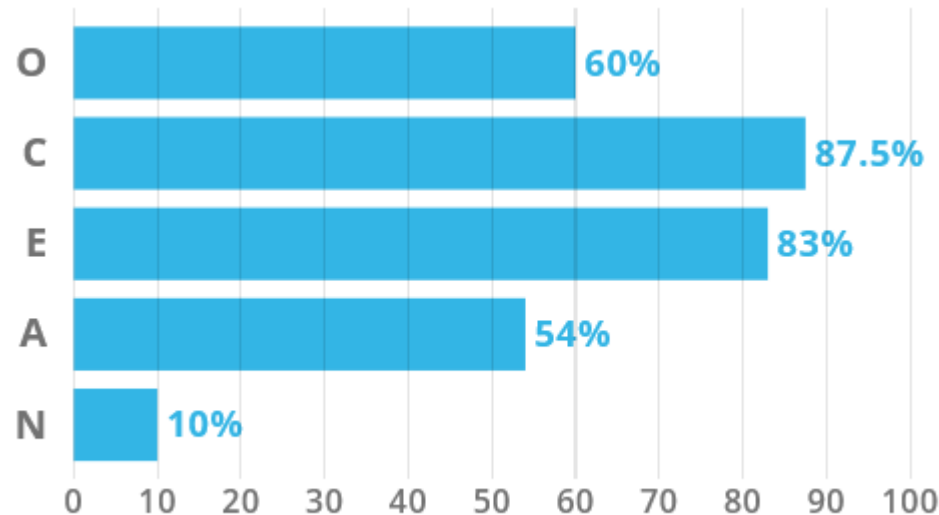
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<https://blog.adioma.com/wp-content/uploads/2018/11/big-five-personality-traits-infographic.png>

The Big Five Personality Traits- Keys to Resilience?



<https://www.truity.com/test/big-five-personality-test>



Six domains of resilience



Getting to work: Resilience Inventory

- Gather in dyads and collect some insight that you are willing to share with the group
 - What is your resilience „inventory“? Which domain mark your strenghts, which your areas of learning?
 - What makes you resilient?
 - Is there an aspect you would like to tackle?
 - If so, what, how? Use the resources of team to make a plan!

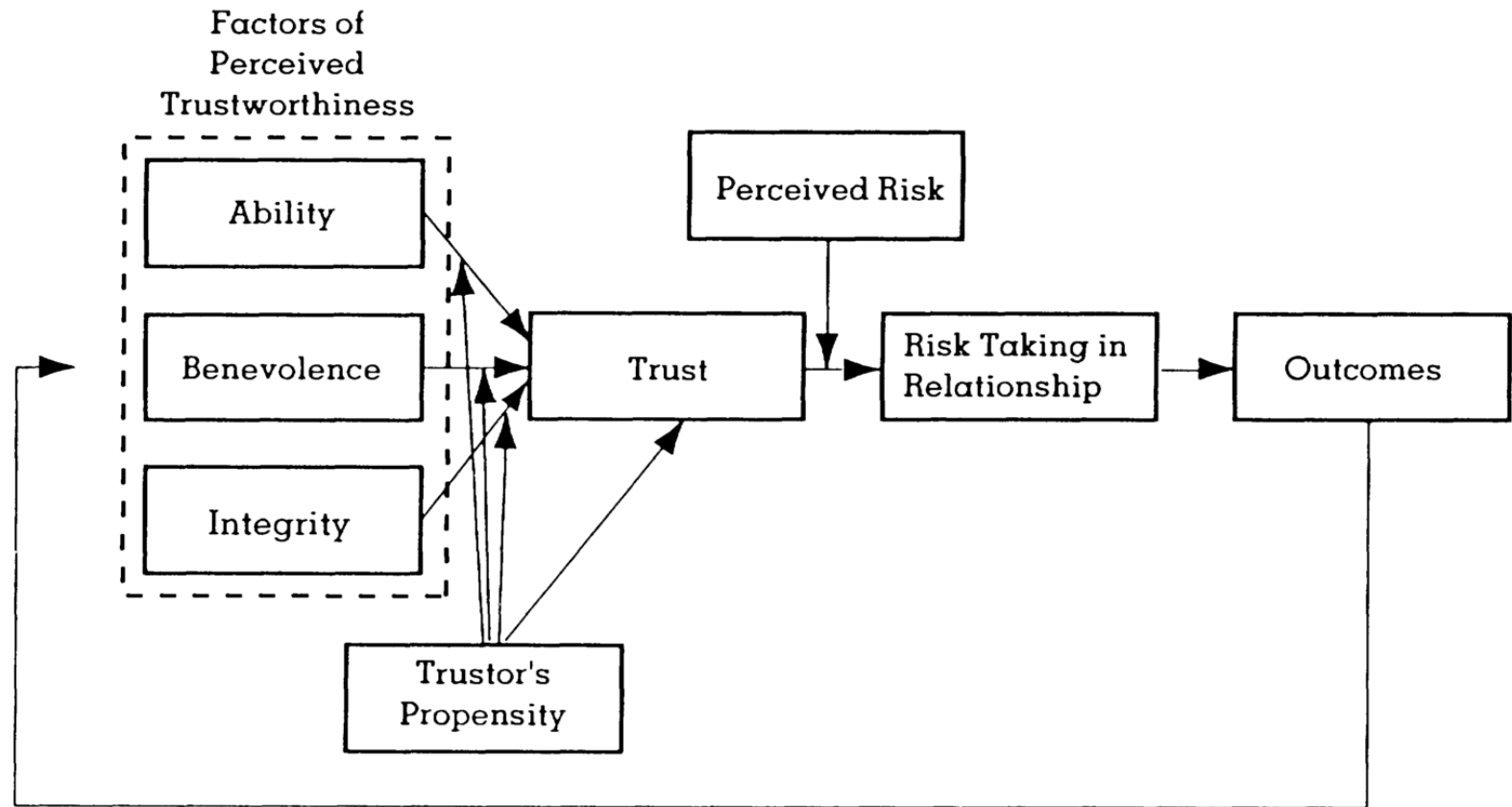
Networking, Resilience, New Work

TRUST

What is trust?

"The definition of trust proposed in this research is the willingness of a party to be *vulnerable* to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party."
Mayer et al. (1995), p. 712

Model of trust – in theory Mayer et al.



Brené Brown: The anatomy of trust

- <https://www.youtube.com/watch?v=WuzXTQGfsOw>

Brené Browns Anatomy of Trust: B-R-A-V-I-N-G : in practice

BRAVING:

BOUNDARIES:
UNDERSTANDING THE
LIMITS OF OTHERS AND
RESPECTING THEM

RELIABILITY,
CAN BE COUNTED ON BY
OTHERS; CONSISTENCY

ACCOUNTABILITY:
FOLLOWING THROUGH,
ACCEPTING FEEDBACK

VAULT:
KEEPING PRIVATE
INFORMATION PRIVATE

INTEGRITY:
PRACTICING WHAT
YOU PREACH

NONJUDGEMENT:
FEELING SAFE TO ASK FOR
HELP WITHOUT THE WORRY
OF SOMEONE THINKING LESS
OF YOU

GENEROSITY:
GIVING GRACE TO YOURSELF AND OTHERS

**BRAVING THE
WILDERNESS,
BRENE BROWN,
2017**

Building trust in your team

- What is your team's trust status?
- Is there a need to work on trust?
- How do you deal with trust issues/aspects?

Starting with why by Simon Sinek

The Golden Circle

WHAT

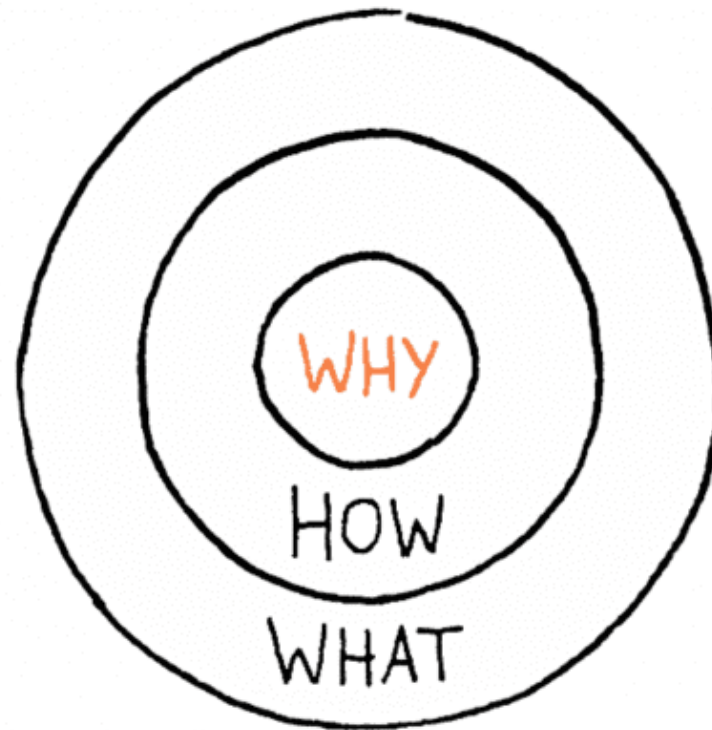
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



TedXTalk: Starting with Why

[https://www.youtube.com/watch?v=u4
ZoJKF_VuA](https://www.youtube.com/watch?v=u4ZoJKF_VuA)

In class research

- Research on purpose driven organizations together
- Which companies start with why?

Personal follow up

- Reflect for you and your team/in your leadership role or personally
 - Which aspects of my personal resilience should I address?
 - What is my anatomy of trust?
 - Which situations/instances make/made me feel vulnerable?

Leadership and Talent Management

THESIS PREPARATION

Thesis preparation

- Please pick a lecture topic on your own and prepare a 10-12 pages (net) thesis on the topic of your choice
- Make sure to link it to the content of the lecture
- Style guidelines of UAS FRA FB3 apply, in-text citation preferred (APA 7th edition)
- Harvard Style is ok too

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