

Georg A. Kapeller

Success Factors of Leadership

Versus · Zürich

Contents

Chapter 1	Introduction	9
1.1	My relationship with leadership	11
1.2	Recognising leadership as a profession	13
1.3	Structure of the book	15
Chapter 2	Aspects of Leadership	19
2.1	Leadership today	20
2.2	Objectives and purpose of leadership	24
2.3	Assuming responsibility	27
2.4	Why – What – How	30
2.5	Importance of a meaningful task	33
2.6	Leadership in context	36
2.7	Leadership culture	41
2.8	Leadership styles	44
2.9	When is someone a good leader?	51
2.10	Born a leader or become a leader?	55
Chapter 3	Basic Attitude of a Leader	59
3.1	Being authentic	61
3.2	Thinking positively	63
3.3	Being a role model	65
3.4	Liking people	67
3.5	Being modest	70
3.6	Knowing one's values	72
3.7	Doing	73
3.8	Summary of the basic attitude of a leader	75
Chapter 4	Leadership Principles	77
4.1	Teamwork	78
4.2	Responsibility	85
4.3	Solution orientation	87
4.4	Simplicity	94
4.5	Excellence	98
4.6	Determination	102
4.7	Discipline	105
4.8	Summary of the leadership principles	110

Chapter 5	Leadership Tasks	111
5.1	Building and developing a team	112
5.2	Creating organisational clarity	119
5.3	Setting and achieving goals	124
5.4	Planning	129
5.5	Decision-making and implementation	131
5.6	Maintaining relationships, communicating and negotiating	136
5.7	Further development	148
5.8	Summary of leadership tasks	149
Chapter 6	Contradictions of Leadership	151
6.1	Achievability of goals	152
6.2	Proximity to employees	153
6.3	Being able to detach	155
6.4	Being able to lead and follow	157
6.5	Speed of a decision	159
6.6	Planning accuracy	160
6.7	Level of detail	162
6.8	Key leadership indicators	163
6.9	Summary of the contradictions of leadership	164
Chapter 7	The Power of Habits	167
7.1	Basics	168
7.2	How habits work	170
7.3	Excellence through good habits	175
Chapter 8	Challenges of Team Leadership	179
8.1	Team organisation	179
8.2	Taking over a team	182
8.3	Potential dangers in the team	185
Chapter 9	Self-leadership	191
9.1	Basics	191
9.2	Resilience	194
9.3	Spirit/psyche	195
9.4	Body	204
9.5	Environment	209
Chapter 10	Success Factors of Leadership	211
10.1	Taking responsibility	212
10.2	Enabling teamwork	213
10.3	Excellent execution	213
10.4	Thinking positively	214
10.5	Being authentic	214
10.6	Conveying meaning	215
10.7	Developing resilience	215
Closing words	217	
References	219	
Index	221	

List of examples

1	Unexpected short-term event	21
2	What does agility mean in relation to organisations?	23
3	Identifying critical risks	25
4	Assuming social responsibility	29
5	Explaining why something is important	31
6	Communicating the meaning of a task	35
7	Critical decision by a leader	39
8	Ensure that described and lived values match	42
9	Different leadership styles within an organisation	44
10	Authoritarian leadership style for crisis management	46
11	Costs of unwanted fluctuation	51
12	Leader with professional deficits	52
13	Leader who is irreplaceable	53
14	Compensate for own weaknesses using the team	57
15	Own values do not match company values	61
16	Discovering the opportunity in the problem and using it	63
17	Internship at grassroots level	66
18	Voluntary overtime after currency turbulence	68
19	Maintaining friendly relations	69
20	Putting one's own needs aside	71
21	Personal values align with corporate values	72
22	Defining one's own values	73
23	Having the courage to engage with new things	74
24	Cohesion of the leadership team	78
25	Meeting each other eye-to-eye	79
26	Breach of trust with consequences	80
27	Institutionalised feedback rounds	81
28	Understanding the bigger picture motivates	82
29	Pride through shared experience	83
30	Celebrating a sense of achievement	84
31	A leader must take responsibility	85
32	Top-down decision	88
33	Unpopular decision	89
34	Decision based on gut feeling	89
35	Escalation of a decision	90

36	Contingency planning	92
37	Misunderstanding due to complicated formulations	94
38	Making goals and status of achievement understandable	95
39	Use of uniform terminology	95
40	Uniform project management processes	96
41	Training as a basis for quality	99
42	Innovation zone in practice	101
43	Determined belief in ambitious goal achievement	104
44	Extra mile to reach the goal	106
45	Self-discipline in the team	106
46	Consequences of accepting underperformance	107
47	Mini assessment as part of the recruitment process	112
48	Squad discussion	115
49	Internal leadership appointments	116
50	Personality types according to the colour model	117
51	Structured leadership rhythm	121
52	Cost awareness in management tasks	122
53	Contradictory objectives	126
54	Creating the wrong incentive for a goal	127
55	Advantage of simple planning	129
56	Applying realistic learning curve and tension factors	130
57	Interim decision until necessary information is available	134
58	Recognising and exploiting opportunities	135
59	Demonstrating unity with peers	138
60	Enabling the boss to have an informed advantage	138
61	Internal and external stakeholder analysis	140
62	Classification of information	142
63	Systematic dissemination of information	143
64	Misuse of e-mails	143
65	A position is not the same as an interest	145
66	Too demanding an objective	152
67	Addressing a serious topic in a humorous way	154
68	Business-critical situations	156
69	Advantage of waiting for a decision	159
70	Planning optimal capacity utilisation	161
71	Determine and understand key performance indicators	163
72	Behaviour change through good habits	171
73	Creating an obvious cue for a good habit	172
74	Making a bad habit unattractive	172
75	Making the working environment simple	173
76	Compliance with occupational safety measures as a habit	174
77	Improving good habits with technical aids	175
78	Positive emotions motivate action	176
79	Teams with different interests	180
80	Systematic problem assessment	183
81	Team-building event	184
82	Assigning responsibility to critical employees	187
83	Creating internal competition	187
84	Imagining a goal	192
85	Anchoring the feeling of joy as a lasting experience	198
86	From comfort zone to panic zone	200
87	Imagining a challenge	201