

Contents

1	The Right Daily Leadership Behavior	1
2	Common Challenges Related to the Topic of Leadership	5
2.1	Employees Often Report a Diffuse Dissatisfaction with Leadership	5
2.2	Digitization Requires a Different Idea of Good Leadership	7
2.3	Uncertainty Around Agility and a New Idea of Leadership	8
2.4	New Top Management Calls for a Different Idea of Leadership	10
2.5	The Daily Decathlon of Most Leaders	11
	References	13
3	Common Leadership Theories and Their Limitations	15
3.1	Common Assumptions About the Topic of Leadership	16
3.2	An Overview of Prominent Leadership Theories	19
3.3	Critical Evaluation of Prominent Leadership Theories	23
	References	25

4	The Meaning and Relevance of Reflective Leadership	27
4.1	Intuitive Leadership and Its Limitations	28
4.2	Blind Trust May Reduce Social Complexity	31
4.3	Cognizant Leadership and Its Consequences	32
4.4	The Experience of Being Led Cognizantly	34
	References	36
5	The Leadership Model at a Glance	37
	References	43
6	Effective Leaders Understand Their Leadership Context	45
6.1	Overview and Origins of the Dimensions Considered	45
6.2	The Characteristics of the Employees' Tasks	48
6.3	The Characteristics of the Employees	50
6.4	The Characteristics of the Team	54
6.5	The Team's Embeddedness Within the Organization	58
6.6	How Managers Can Assess Their Leadership Context	61
6.7	Multiple and Diverse Leadership Contexts	65
	References	67
7	Four Different and Distinct Leadership Roles	69
7.1	The Manager in the Role of a Boss	70
7.2	The Manager in the Role of a Coach	73
7.3	The Manager in the Role of a Partner	75
7.4	The Manager in the Role of an Enabler	76
7.5	A Structured Comparison of the Four Leadership Roles	78
7.6	The Toxic Siblings of the Four Leadership Roles	79
	References	83
8	Defining a Suitable Idea of Leadership	85
8.1	Role, Role Definition and the Most Suitable Role Mix	86
8.2	Relevance of the Leadership Context	88

8.3	The Relationship Between Leadership Context and Idea of Leadership	92
8.4	Why and How the Personality of a Manager Matters	94
8.5	Relevant Competences of a Manager	97
8.6	Assumed Role Attribution	98
8.7	Practical Guidance for Defining the Idea of Leadership	100
	References	105
9	Continuous Reflection of One's Idea of Leadership	107
9.1	The Leader–Employee Relationship	107
9.2	Female Leaders Seem to Face Particular Challenges	111
9.3	Clarifying and Communicating the Idea of Leadership	114
9.4	Leadership Situations As a Basis for Reflection	116
9.5	The Leader–Leader Relationship	119
9.6	Continuous Reflection of the Idea of Leadership	121
9.7	Leadership Feedback and Various Perspectives	122
	References	126
10	Effective Managers Use Compatible Leadership Tools	127
10.1	Traditional Performance Appraisal Has Come Under Criticism	127
10.2	From the Expected Benefit to the Tool	129
10.3	Clarify and Agree on Performance Expectations	133
10.4	Identify and Address Employee Needs	135
10.5	Reward Outstanding Performance	136
10.6	Address Poor Performance	137
10.7	Give and Receive Feedback	138
10.8	Clarify and Plan Learning	139
10.9	Identify, Nurture, and Retain Top Talent	139
10.10	Future Performance Appraisal Will Be Flexible	140
	References	142

xiv Contents

11 A Comprehensive Shift in How We Think About Leadership	143
Appendix	149
References	161
Index	167