Contents

1	Intro	duction	1
2	Leadership in Change References and Links		5 8
	3.1	Context	9
	3.2	The Ideal Team	13
	3.3	The Mission	15
	3.4	The Customers	15
	3.5	The Product or Service	16
	3.6	The Team Vision	16
	3.7	Targets and Strategies	17
	3.8	Team Principles	18
	3.9	Key Processes and Key Partners	19
	3.10	Roles, Responsibilities and Competences	19
	3.11	Living Corporate Values	20
	3.12	Culture of Trust	22
	3.13	Feedback	24
	3.14	High Performance Teams	25
	Refer	ences and Links	28



xii Contents

4	Leading Oneself		29
	4.1	The "7 Ways to Effectiveness"	29
	4.2	The 4 Fundamental Existential Motivations	34
	Refer	rences and Links	35
5	Onb	oarding	37
	5.1	Heading for New Shores	37
	5.2	Personal Values	38
	5.3	The Mission of Life	39
	5.4	The Key Question: Am I Drawn to a Leadership Role?	40
	5.5	Onboarding Tips that Apply to All Scenarios	43
	5.6	Contents of the First Pitch as New Leader	45
	5.7	The First Weeks as a New Manager	49
	5.8	Create a Team Mission Statement	52
	5.9	General Onboarding Checklist	61
	5.10	Onboarding into a First Leadership Role from Within a	
		Team	62
	5.11	Supplementary Checklist "Onboarding into a First	
		Leadership Role from a Team"	65
	5.12	Onboarding into Another Team Within the Same	
		Company	65
	5.13	Supplementary Checklist "Onboarding into Another	
		Team Within the Same Company"	68
	5.14	Onboarding into a Team in Another Company Without	
		Managers in the Team	68
	5.15	Supplementary Checklist "Onboarding into a Team in	
		Another Company Without Managers in the Team"	73
	5.16	Onboarding into a Team with Managers Who Report	
		to You	74
	5.17	11 7	
		with Managers Who Report to You"	79
	5.18	The First 90 Days: The First Need for Change Becomes	
		Visible	79
	5.19	Workers Council	84
	Refer	ences and Links	85

Stay on Course		
6.1		87 88
6.2		89
6.3	Feedback as an Important Navigation Tool	92
6.4	Challenging and Promoting Talent	96
6.5	Leading Virtual Teams	97
6.6	Leading in a Global Environment	101
6.7	Leading in the Digital World	102
	When the Team Climate Is Sick	104
6.9	Are You Visible	105
		106
6.11	Leading in Times of Crisis or Dealing with Difficult	
	Targets	109
6.12	Integration of Corporate Cultures in Mergers	111
6.13		
	Culture	114
6.14	Mentor	118
		118
Refer	ences and Links	119
Concluding Remarks and Outlook		
7.1	Reflection Questions and Commitment	124
Appendix: Tools		127
8.1	My Onboarding Plan	128
8.2	Checklist on My Inner Attitude Towards Leadership	
	and My Effectiveness as a Leader	128
8.3	Living Meaningfully: Questions About Traces of	
	Meaning	129
8.4	Example of Leadership Guidelines Adopted By a	
	Management Team	130
8.5	Example of Team Guidelines	132
8.6	Example Meeting Rules	132
8.7	Email Etiquette	133
8.8	The Gallup Q12* Survey	136
	6.1 6.2 6.3 6.4 6.5 6.6 6.7 6.8 6.9 6.10 6.11 6.12 6.13 6.14 6.15 Refer 7.1 Appe 8.1 8.2 8.3 8.4	 6.1 Living the Team Operating Model 6.2 Communication 6.3 Feedback as an Important Navigation Tool 6.4 Challenging and Promoting Talent 6.5 Leading Virtual Teams 6.6 Leading in a Global Environment 6.7 Leading in the Digital World 6.8 When the Team Climate Is Sick 6.9 Are You Visible 6.10 Bringing a New Leader into the Team 6.11 Leading in Times of Crisis or Dealing with Difficult Targets 6.12 Integration of Corporate Cultures in Mergers 6.13 Don't Wait for the Top: Create Your Own Leadership Culture 6.14 Mentor 6.15 Reaping First Successes References and Links Concluding Remarks and Outlook 7.1 Reflection Questions and Commitment Appendix: Tools 8.1 My Onboarding Plan 8.2 Checklist on My Inner Attitude Towards Leadership and My Effectiveness as a Leader 8.3 Living Meaningfully: Questions About Traces of Meaning 8.4 Example of Leadership Guidelines Adopted By a Management Team 8.5 Example of Team Guidelines 8.6 Example Meeting Rules 8.7 Email Etiquette

8.9	8.9 Fictitious Example of a Balanced Scorecard for the		
	Target Year of the Team Vision	137	
References and Links		137	
Referen	ces and Links	139	