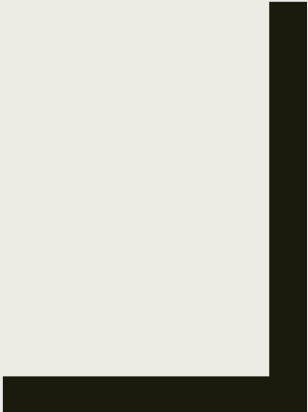




LEADERSHIP

LEKTION 04

University of Applied Sciences, Bochum
– A self-study course –
Prof. Dr. Heinz Siebenbrock
Winter 2020/21



General Information

Please do not print these slides on paper for environmental reasons!

Please make sure you are working with an up-to-date version of this underlay: check the date in the footer.

At the end of the semester, the content of this course will be checked with the help of a module exam (120 minutes).

Similar to this document, the exam of this course consists mainly of multiple choice questions.

Concept of this lecture -1-

For this course you need the book “How to Stop Ruling and Start Leading – A Guide to Fair Management“, Tectum (Baden-Baden) 2021.

Before you start working on a lesson, read the text in the book carefully.

Each lesson begins with supplementary material for further study. This can be text, illustrations, videos or audio files. If these materials are not marked "optional", they are relevant for the exam.

After the consolidation, you will begin to answer the questions. Each question is followed by a slide with the respective solution.

A question is only considered to have been answered correctly, and this also applies to the exam, if all check marks are placed correctly.

Concept of this lecture -2-

Always read the text in the book first and study the supplementary material before answering the questions in this slide collection! It is important that you learn by content and not by pattern!

It does not make sense at all to learn with the questions alone. Questions are only used to determine where you stand. You can only learn with the text and with the materials. After all, working out content is knowledge acquisition, while working through questions serves to test knowledge.

Whoever tries to solve the questions without preparation, misses the opportunity of a real assessment of the situation! Therefore my very urgent request: first read the text in the book, then look through the supplementary materials and finally answer the questions.

In this way you will be well prepared for the exam, which consists of deviating questions.

Lesson 04:

4. Developing a model for good management (part 2)

Do your research and first familiarise yourself with the term VUCA!

Please have a look at the following videos:

- What is VUCA? (<https://www.youtube.com/watch?v=MqQh9t-VLIY>) 4:45 and (<https://www.youtube.com/watch?v=L1VJoifaTZY>) 2:33
- Lars Sudmann: Great leadership starts with self-leadership (<https://www.youtube.com/watch?v=vlpKyLkIDDY>) 12:46
- Ken Blanchard - One Minute Manager (<https://www.youtube.com/watch?v=ZRU9ERi-GtM>) 6:01
- Whale Done! – The Power of Positive Relationships (<https://www.youtube.com/watch?v=XTU3IRFL0Go>) 7:51

Lesson 04:

4. Developing a model for good management (part 2)

1. Which leadership principle is attributed to Marcus Aurelius?
 - a. To lead means to serve.
 - b. Lead yourself first before you go out and lead others.
 - c. Only great pressure produces diamonds.
 - d. Use carrot and whip alternately.
 - e. Trust is good, control is better.

Lesson 04:

4. Developing a model for good management (part 2)

1. Which leadership principle is attributed to Marcus Aurelius?

a. ~~To lead means to serve.~~

b. Lead yourself first before you go out and lead others.

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Lesson 04:

4. Developing a model for good management (part 2)

2. Lars Sudmann recommends the following steps to achieve Self-Leadership:

- a. Self-Awareness
- b. Self-Motivation
- c. Self-Reflection
- d. Self-Regulation
- e. Self-Learning

Lesson 04:

4. Developing a model for good management (part 2)

2. Lars Sudmann recommends the following steps to achieve Self-Leadership:

- a. **Self-Awareness**
- b. ~~Self Motivation~~
- c. **Self-Reflection**
- d. **Self-Regulation**
- e. ~~Self Learning~~

Lesson 04:

4. Developing a model for good management (part 2)

3. What is Vuca?

- a. Volatility, Uncertainty, Connectivity, Ambiguity
- b. Volontarity, Uncertainty, Complexity, Ambiguity
- c. Volatility, Uncertainty, Complexity, Ambiguity
- d. Volatility, Usabilty, Complexity, Ambiguity
- e. Volatility, Uncertainty, Complexity, Attendancy

Lesson 04:

4. Developing a model for good management (part 2)

3. What is Vuca?

- a. ~~Volatility, Uncertainty, Connectivity, Ambiguity~~
- b. ~~Volontarity, Uncertainty, Complexity, Ambiguity~~
- c. **Volatility, Uncertainty, Complexity, Ambiguity**
- d. ~~Volatility, Usability, Complexity, Ambiguity~~
- e. ~~Volatility, Uncertainty, Complexity, Attendancy~~

Lesson 04:

4. Developing a model for good management (part 2)

4. What does Ken Blanchard want to tell us with his exercise in greeting each other: One time as an unimportant person and another time as a friend?

- a. It does not matter what you think,
- b. Treat people always in the same way.
- c. Take good friends in your arms.
- d. The personal attitude determines how much energy is generated.
- e. Caution: Do not get too close to a stranger.

Lesson 04:

4. Developing a model for good management (part 2)

4. What does Ken Blanchard want to tell us with his exercise in greeting each other: One time as an unimportant person and another time as a friend?

- a. ~~It does not matter what you think,~~
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- d. **The personal attitude determines how much energy is generated.**
- e. ~~Caution: Do not get too close to a stranger.~~

Lesson 04:

4. Developing a model for good management (part 2)

5. What is a seagull manager? Seagull managers

- a. constantly monitor their employees.
- b. only address their associates when something is going wrong.
- c. protect their employees because they can fly.
- d. fly in, crap on people, and fly away.
- e. have no technical knowledge.

Lesson 04:

4. Developing a model for good management (part 2)

5. What is a seagull manager? Seagull managers

a. ~~constantly monitor their employees.~~

b. only address their associates when something is going wrong.

c. ~~protect their employees because they can fly.~~

d. fly in, crap on people, and fly away.

e. ~~have no technical knowledge.~~

Lesson 04:

4. Developing a model for good management (part 2)

6. The book 'Whale Done!' by Ken Blanchard is about the power of
- a. love.
 - b. positive relationships.
 - c. positive thinking.
 - d. women in management positions.
 - e. evil employees.

Lesson 04:

4. Developing a model for good management (part 2)

6. The book 'Whale Done!' by Ken Blanchard is about the power of

a. ~~love.~~

b. **positive relationships.**

c. ~~positive thinking.~~

d. ~~women in management positions.~~

e. ~~evil employees.~~

Lesson 04:

4. Developing a model for good management (part 2)

7. Leadership actions are largely determined by personal attitude. The personal attitude
- a. depends on the sex of the person.
 - b. can be made aware through reflection.
 - c. cannot be changed because it is genetically predetermined.
 - d. is influenced by the transmission of values in education,
 - e. is influenced transmission of values in school and training,

Lesson 04:

4. Developing a model for good management (part 2)

7. Leadership actions are largely determined by personal attitude. The personal attitude

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Lesson 04:

4. Developing a model for good management (part 2)

8. What are the basic questions to find out where you are standing?
 - a. Where do I come from?
 - b. What can I do?
 - c. Who am I?
 - d. What do I want?
 - e. Where will I go?

Lesson 04:

4. Developing a model for good management (part 2)

8. What are the basic questions to find out where you are standing?

a. Where do I come from?

~~b. What can I do?~~

c. Who am I?

~~d. What do I want?~~

e. Where will I go?

Lesson 04:

4. Developing a model for good management (part 2)

9. Where do I stand?

Please take 1½ hours of time and quiet to answer very personal questions.

In order to make statements about the desired leadership behaviour, it is recommended that you first of all make your own assessment of your own position. The questions to be answered personally in the following will be introduced with the help of quotations that may be thought-provoking.

All answers are personal to you (except question F5), do not share them with anyone. Keep the answers under lock and key and do not throw them away! It is exciting to bring out and update these answers after some time.

Please carry out **your self-analysis** (https://www.hochschule-bochum.de/fileadmin/public/Die-BO_Fachbereiche/fb_w/Personal/siebenbrock/fuehrungskompetenzen_master/Self-Analysis.pdf) with the help of the questionnaire! You will be surprised what you will discover about yourself! (Self-Analysis.pdf in Downloads)

Lesson 04:

4. Developing a model for good management (part 2)

10. What values are proposed in the "fair management" model?

- a. Appreciation
- b. Sustainability
- c. Responsibility
- d. Fulfilment
- e. Trust

Lesson 04:

4. Developing a model for good management (part 2)

10. What values are proposed in the "fair management" model?

- a. **Appreciation**
- b. **Sustainability**
- c. ~~Responsibility~~
- d. **Fulfilment**
- e. **Trust**

Lesson 04:

4. Developing a model for good management (part 2)

11. Appreciation means for the manager, the contribution of others, especially the employees

a. **to take note.**

b. **to recognise.**

c. ~~to demand.~~

d. ~~to evaluate objectively.~~

e. ~~to praise.~~

Lesson 04:

4. Developing a model for good management (part 2)

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b. **to recognise.**

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Lesson 04:

4. Developing a model for good management (part 2)

12. Ken Blanchard's book "Whale done!" is characterised by the following core message: Behavioural change can be achieved by

- a. Praise.
- b. Pressure.
- c. Punishment.
- d. Coercion.
- e. Submission.

Lesson 04:

4. Developing a model for good management (part 2)

12. Ken Blanchard's book "Whale done!" is characterised by the following core message: Behavioural change can be achieved by

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- c. ~~Punishment.~~
- d. ~~Coercion.~~
- e. ~~Submission.~~

Lesson 04:

4. Developing a model for good management (part 2)

13. Sustainability

- a. means generating maximum profits even in times of crisis.
- b. describes a self-renewing system that is self-perpetuating in its essential parts.
- c. also includes the demand for progress.
- d. means acting in such a way that the habitats and opportunities of future generations are not obstructed.
- e. also includes the demand for growth.

Lesson 04:

4. Developing a model for good management (part 2)

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- d. means acting in such a way that the habitats and opportunities of future generations are not obstructed.**
- e. ~~also includes the demand for growth.~~

Lesson 04:

4. Developing a model for good management (part 2)

14. Fulfilment means,

- a. to be efficient.
- b. to have fun.
- c. to be easily overwhelmed.
- d. to be needed.
- e. to make sense.

Lesson 04:

4. Developing a model for good management (part 2)

14. Fulfilment means,

a. ~~to be efficient.~~

b. ~~to have fun.~~

c. ~~to be easily overwhelmed.~~

d. **to be needed.**

e. **to make sense.**

Lesson 04:

4. Developing a model for good management (part 2)

15. The relationship between superiors and employees is ideally characterised by trust. Knut Bleicher (1929 - 2017) remarks

- a. Trust creates a system capable of learning at all levels of the company.
- b. The supporting pillars are honesty, openness, tolerance, partnership, dignity and security.
- c. Framework conditions replace detailed regulations and guiding interventions in behaviour.
- d. Self-organisation takes the place of a meaningless, high-level division of labour and specialisation.
- e. Trust is good, control is better.

Lesson 04:

4. Developing a model for good management (part 2)

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Lesson 04:

4. Developing a model for good management (part 2)

16. Give an example of short-term thinking (quick success) in everyday business.
17. Give an example of work as a burden in everyday business life.
18. Give example of distrust in everyday business life.
19. Give example of disregard of employees in everyday business life.

Lesson 04:

4. Developing a model for good management (part 2)

16. practice: short-term reporting and control systems (chief minutes, monthly success: KER/BWA, quarterly figures) / fudging figures at the expense of the future

17. sayings and stories: "Without diligence no price", "Life is no pony farm", "Now begins the seriousness of life" / Practice: Work-life balance (i.e.: presenting life and work as opposites) / Practice: Pressure to perform until burn-out

18. practice: Control systems (attendance and working time control, performance control, progress control) / Practice: Bureaucracy

19. practice: assessment systems (references, interim reports, certificates, evaluations) / Practice: incentive systems (performance incentives, performance-related pay)