



“New Leadership” – Leadership for a New Working World

Roman Senderek / Matthias Muessigbrodt

FIR e. V. at RWTH Aachen University; Business Development Group (BDG) Smart Work

6th of April 2022

Agenda

- 1 Introduction: FIR e. V. and BDG Smart Work**
- 2 "Traditional Leadership" in Companies - Overview**
- 3 New Working and Learning Environments**
- 4 "New Leadership" in Companies: Leadership for Change**
- 5 Authentic and Mindful Leadership - Insights**
- 6 Corporate Examples: TELE and Spotify**
- 7 Discussions**

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Cluster Leading Institute FIR e. V. at RWTH Aachen University

Motto

Research – Innovation – Realisation.

Mission

Research of practice-relevant challenges and transfer of innovative solutions for the digital integration of the economy.



> 80

Industry consulting
projects / year

> 25

Industry research projects / year

> 20

Publicly funded research
projects / year



founded

1953



> 70

Employees

Qualification of

> 110

managers in eight RWTH certificate courses / year



88 %

loyal customers
(Net Promoter Score)



Managing Director
Prof. Dr. Volker Stich



Director
Prof. Dr. Günther Schuh

FIR Mission Statement

*FIR is a non-profit, cross-sector **research and training institute at RWTH Aachen University** in the field of **business organization, information logistics and corporate IT**. FIR aims to create the organizational principles for the **digitally integrated industrial company of the future**.*

*Through the development and transfer of innovative solutions, FIR contributes to enhancing the **competitiveness of companies**. This is undertaken within an infrastructure that is ideally suited for experimental organizational research – methodologically sound, scientifically rigorous, and conducted in close collaboration with experts from business and industry.*

*Our activities focus on the application of research to industry verticals. Currently these include **Future Logistics, Smart Services, Smart Maintenance, Smart Commercial Buildings, and Smart Mobility**.*

Business Development Group (BDG) Smart Work at FIR

Roman Senderek
Head of BDG SW



Matthias Müssigbrodt
Project Manager



Karol Puscus
Project Manager



Annika Franken
Project Manager



Charlotte Frierson
Project Manager



Lisa Auer
Project Manager



»The BDG "Smart Work" supports companies and their employees in the transformation to the world of work 4.0 with intelligent and flexible solutions for business organization and management. The central focus is on designing innovative teaching and learning processes and embedding them in work environments and workflows that promote learning.«



Smart Work

Proactive competence management, as well as the holistic and sustainable design of teaching, learning and working processes in organizations.

Goals

- ... Implementation of new forms of learning
- ... Implementation of new forms of work organization
- ... Anticipatory competence assessment
- ... Design of organizational structures, cultural and technology frameworks

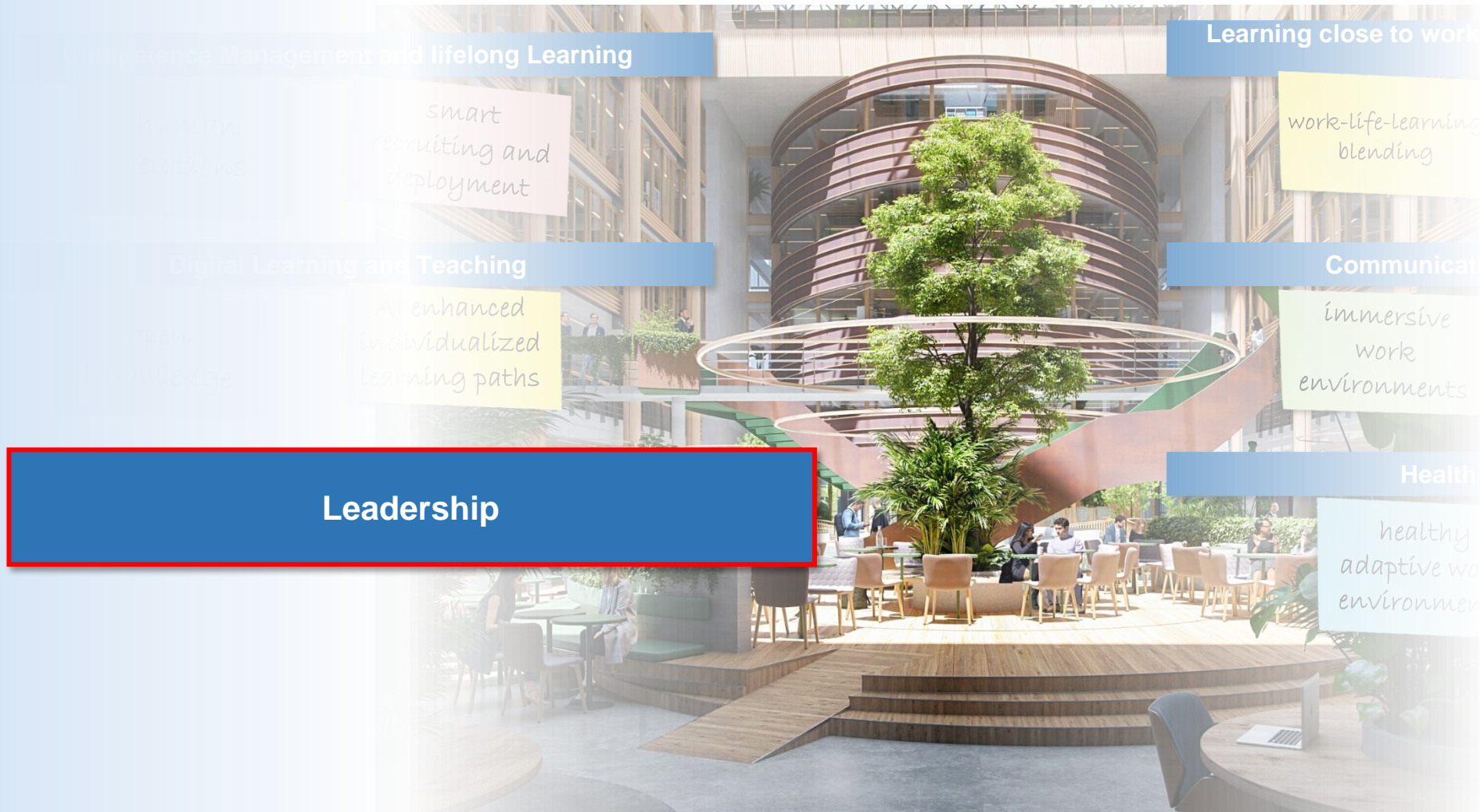
Core Competencies

- Interdisciplinary and curious
- Intercultural and inclusive
- Scientific experienced and creative

Smart Work – Creating Innovative Working and Learning Environments of Tomorrow



Smart Work – Designing Innovative Learning and Working Environments of Tomorrow



Leadership

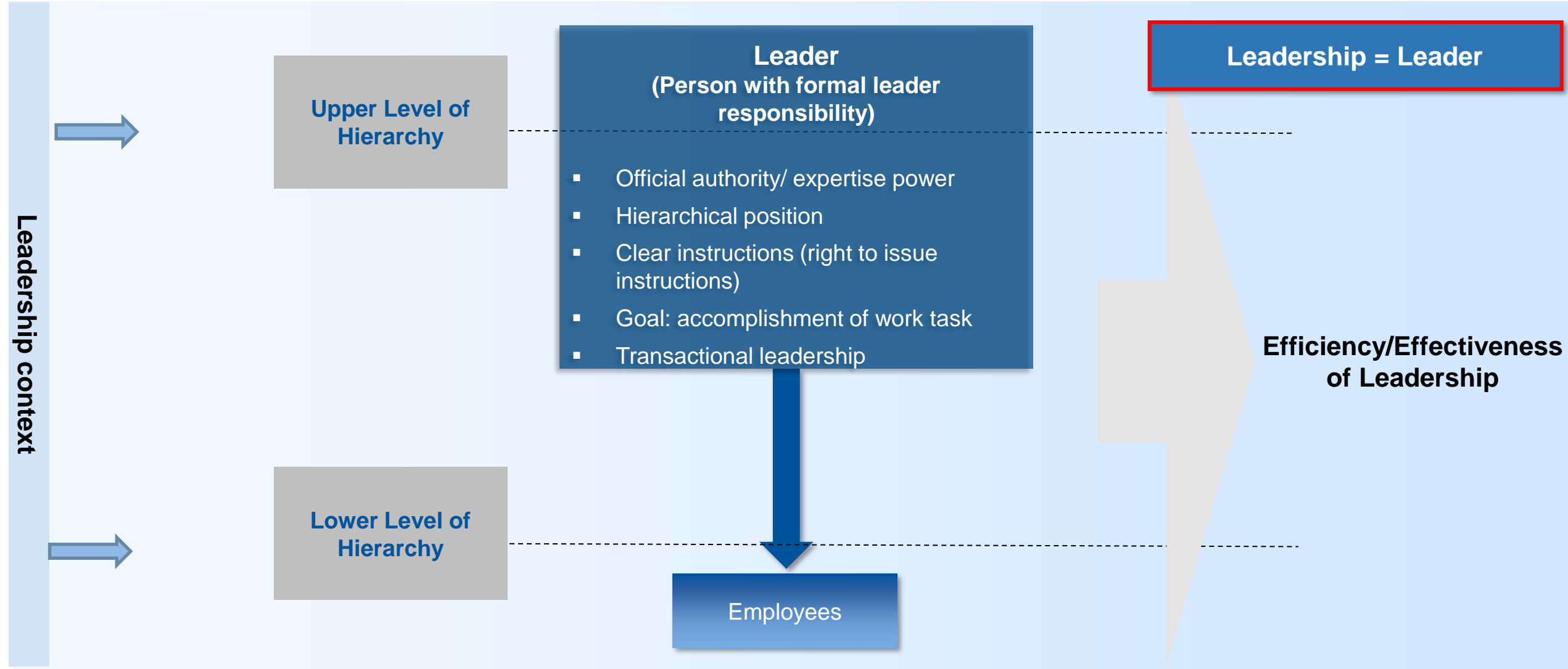
- Identification and development of “New Leadership” concepts and processes
- Development and practical design of “New Leadership” in different branches and different levels of hierarchy
- Establishment of sustainable “Leadership Mindsets”
- Creating an inclusive learning culture and environment
- Leadership related discussion on digital transformation, on relevance of meaningful work (“Purpose”), payment and incentive systems (“New Pay”) and possibilities and consequences of agile working



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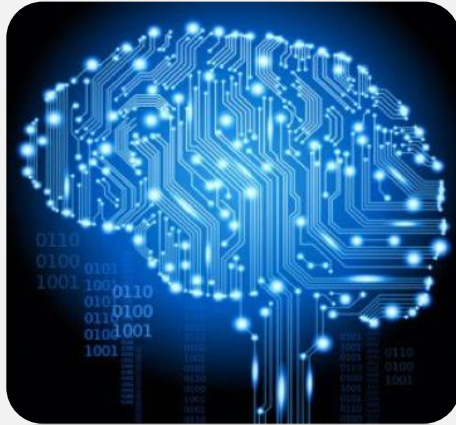
Traditional Leadership in Companies – Overview



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8 Technical Innovations that drive “Industrie 4.0”



Big & Smart Data AI/ AI

- Preparation and analysis of unstructured mass data with the aim of gaining knowledge



Cloud Computing

- Collaboration and new forms of collaboration in the cloud



Social Media

- Use social networks and communities to support and enable processes in the cloud



Predictive & Prescriptive Analytics

- Foresighted risk management in the value chain
- "what can happen"
- "I am prepared."

8 Technical Innovations that drive “Industrie 4.0”



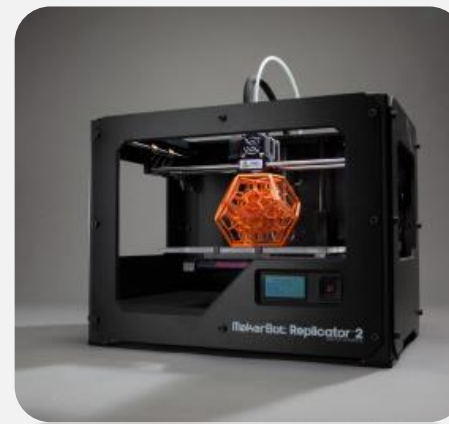
Internet of Things (IoT)

- Integration of terminal devices into the information network as an active participant in business processes



Robotics

- Pilotless transport systems mainly autonomously conduct the transport of goods



3D Printing & Scanning

- Distributed manufacturing of spare parts changes the requirements on the SCM



Mobility

- Mobile provision of information in order to support collaborative processes

New Working and Learning Environments



TriCAT spaces (3D learning and working environment)



DFA Factory in Aachen (Germany)



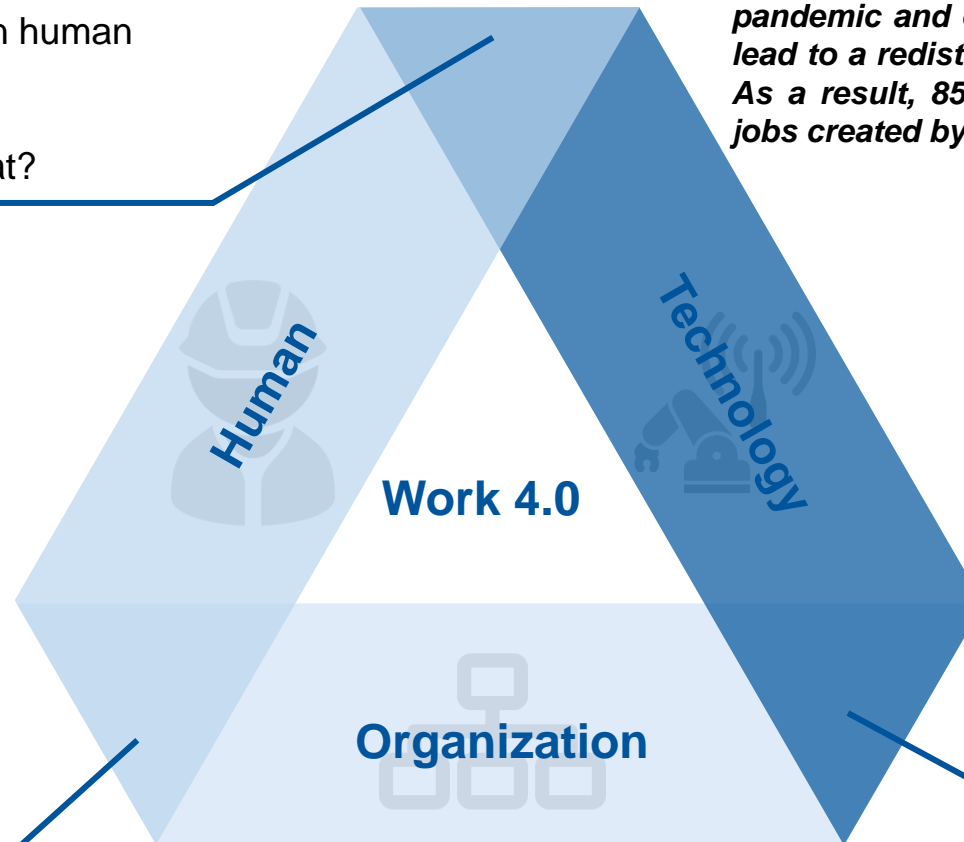
Future Work Lab in Stuttgart (Germany)

The Working World of Tomorrow will change in all Dimensions

– Human, Technology and Organization

- Intelligent assistance systems
- Division of labor between human and machines
- Control through who/what?

According to a World Economic Forum report published in October 2020, accelerated automation as a result of the pandemic and economic uncertainties caused by COVID-19 will lead to a redistribution of work between humans and machines. As a result, 85 million jobs could be lost, and 97 million new jobs created by 2025.



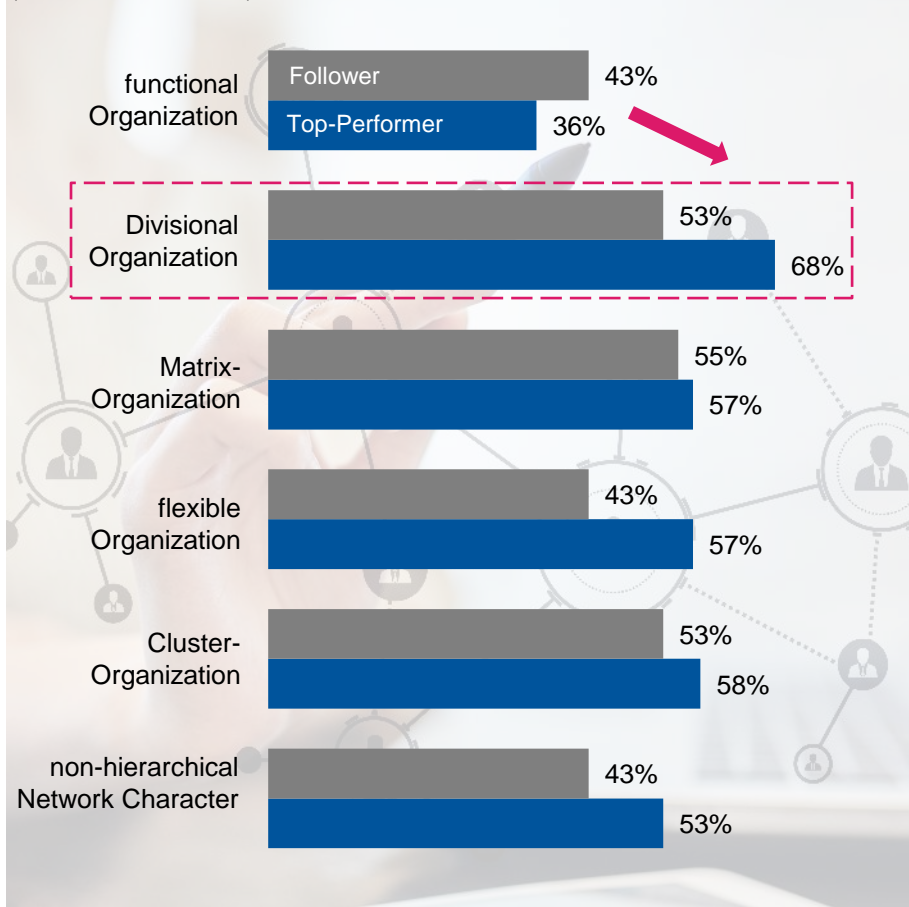
- Holistic working task or decomposition?
- Upgrading/downgrading of activities
- High/low freedom of action

- Autonomic, self-steering systems
- Decentral/central regulation and intelligence
- Alternative organization forms

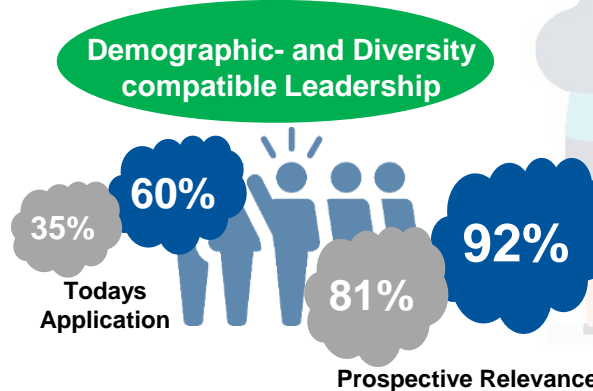
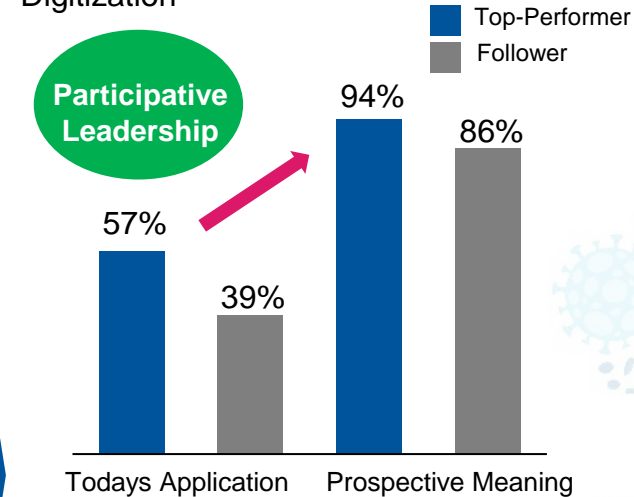
Through new Technologies a Company's Organization and its Leadership Concepts must be changed and adapted to current Conditions

How high would you estimate the relevance of the following Organization forms in the future?

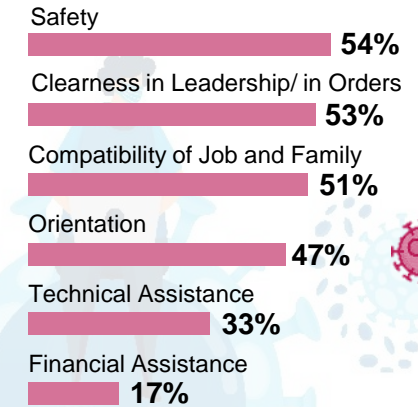
(eher hoch bis sehr hoch)



Leadership Concepts in the Context of Digitization



Expectations of Leaders during the Corona-Crisis



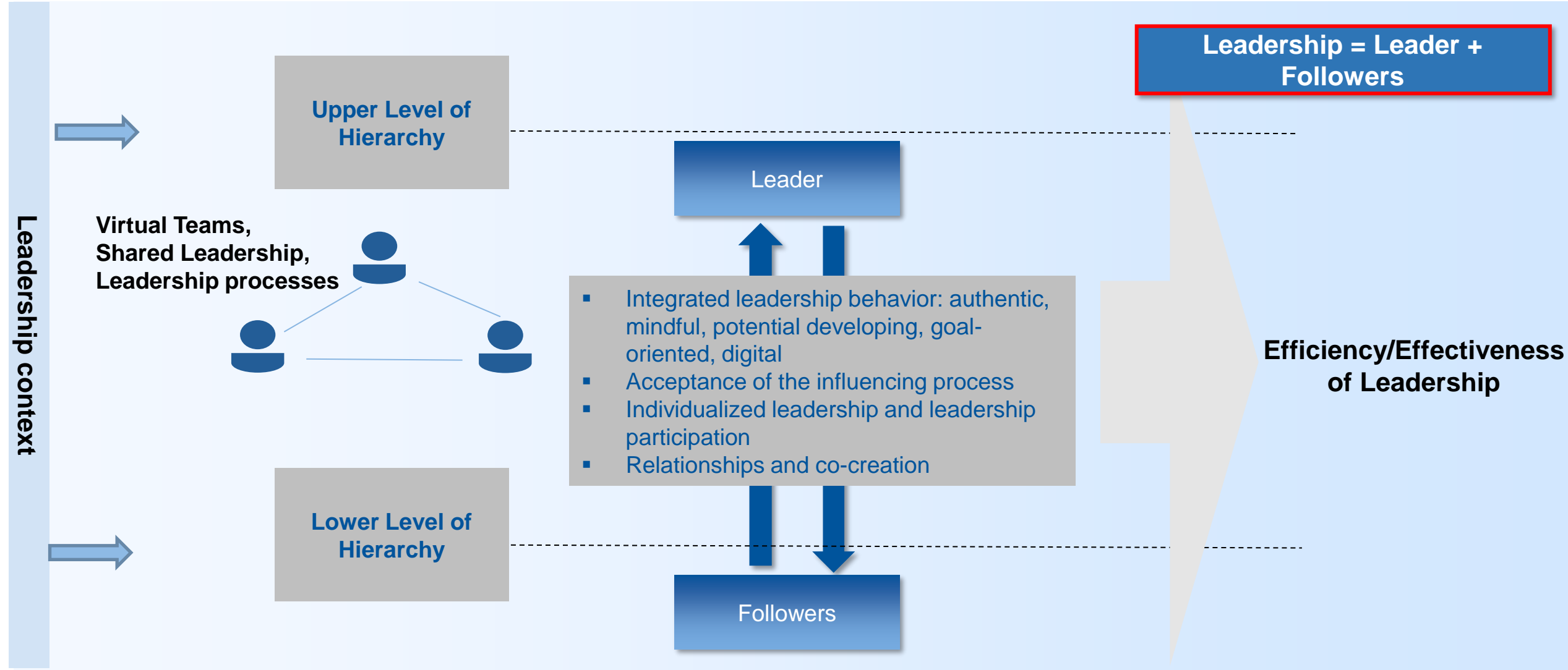
Change in Leadership Styles due to the Corona-Crisis



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„New Leadership“ in Companies – Overview



“New Leadership” – Leadership for Change



➤ “Industrie 4.0” and VUCA = permanent changes

Following leadership approaches regard the aspect of change:

Ambidextrous Leadership

- Leaders should use their resources in such a way that they wisely distribute the profit-oriented exploration of existing business and the risky exploration of new products, services or business models.

Artful Leadership

- Everyone is an artist! Therefore, every Leader and every team member can contribute to the success of the organization through creative action.

Authentic and Mindful Leadership

- Know yourself! Then you can support others on their path, focus on the leadership relationship and openly discuss changes. At its core is the idea of influencing oneself (self-leadership) and others in a conscious way.

Neuro-Leadership

- “Change is pain” and therefore acquires brain compatible leadership.

Servant Leadership

- The leader can unfold the development potential of people through serving them, so that people and organizations can grow.

Transformational Leadership

- The transformation of organizations is not possible without the transformation of personnel and people.

Shared Leadership

- A forward-looking alternative to the one-man/one-woman show of leadership.

“New Leadership” – Leadership for Change



Authentic and Mindful Leadership

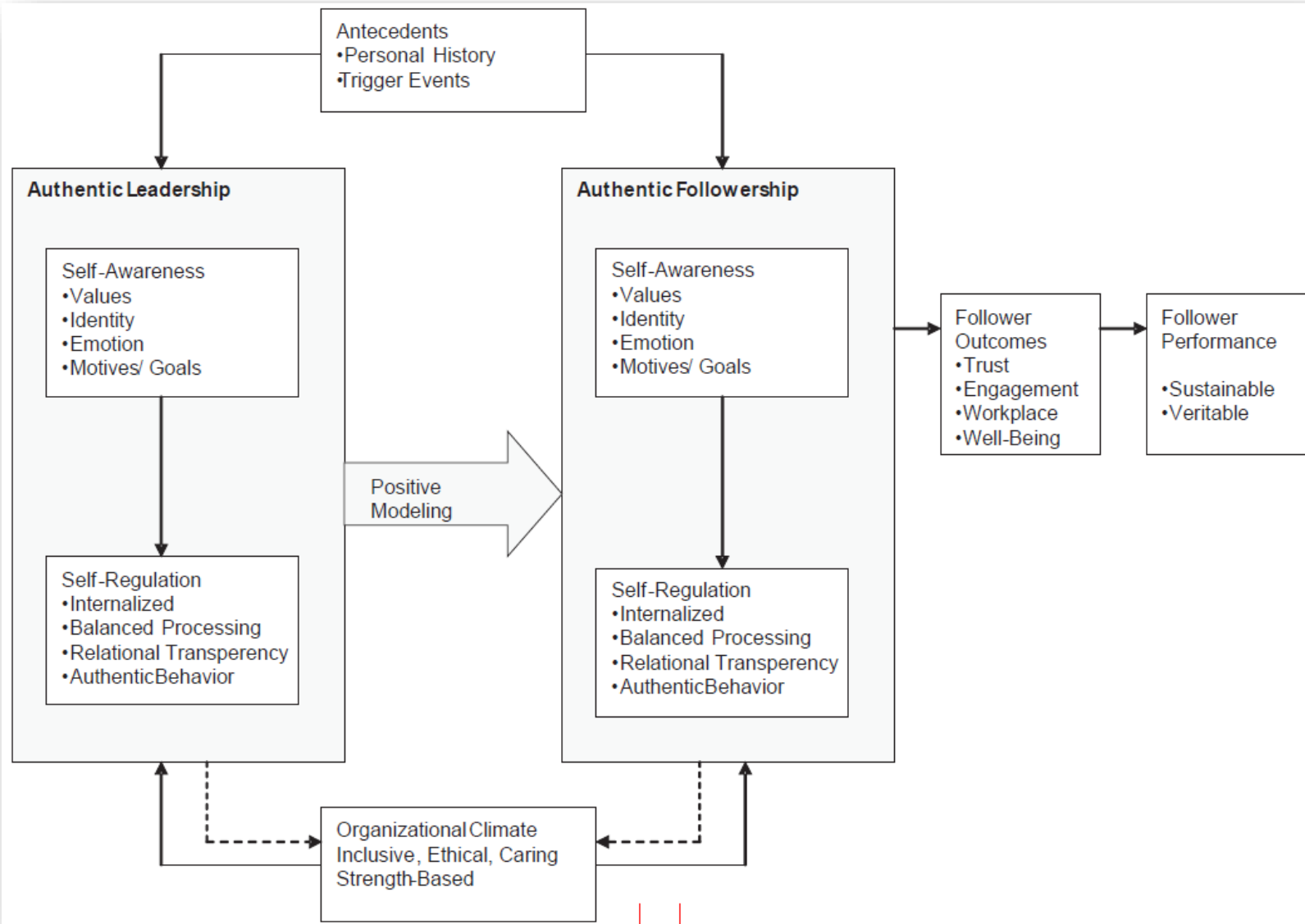
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Authentic Leadership – Theory of Gardner et. al (2005)



William L. Gardner

- Rawls College of Business (Texas Tech University)
- Director, Institute for Leadership Research



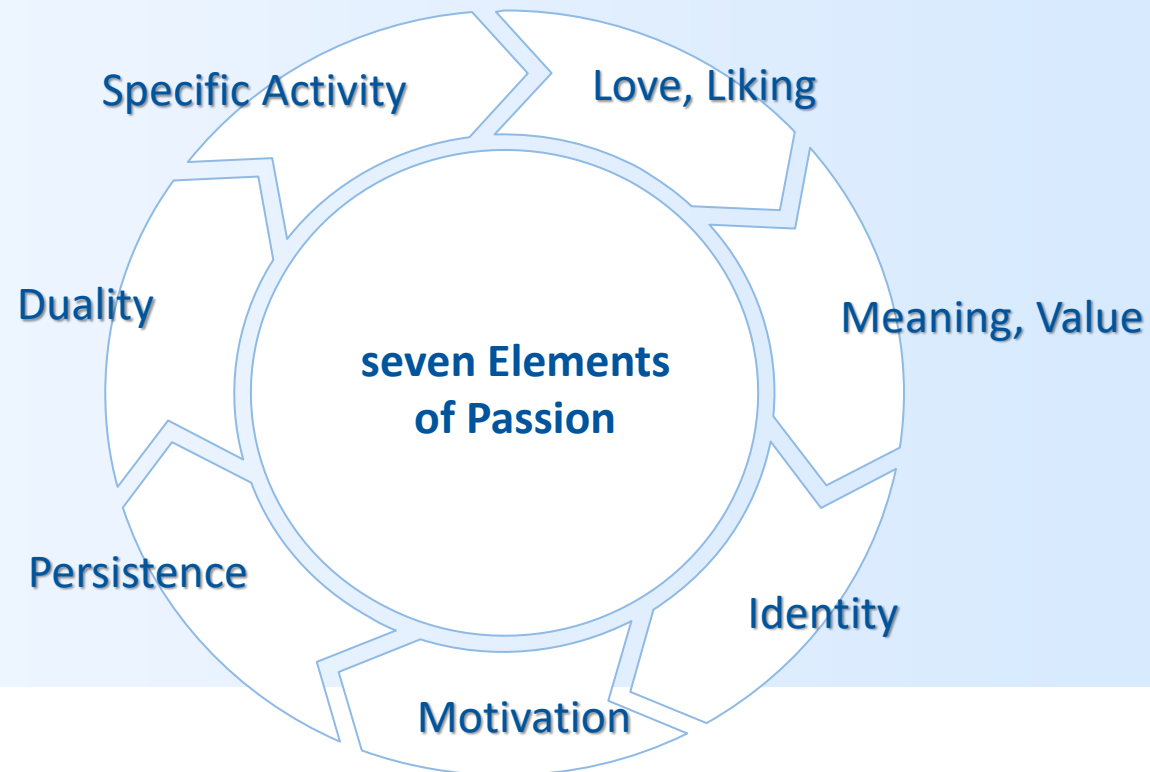
Bruce Avolio

- Foster School of Business
- University of Washington

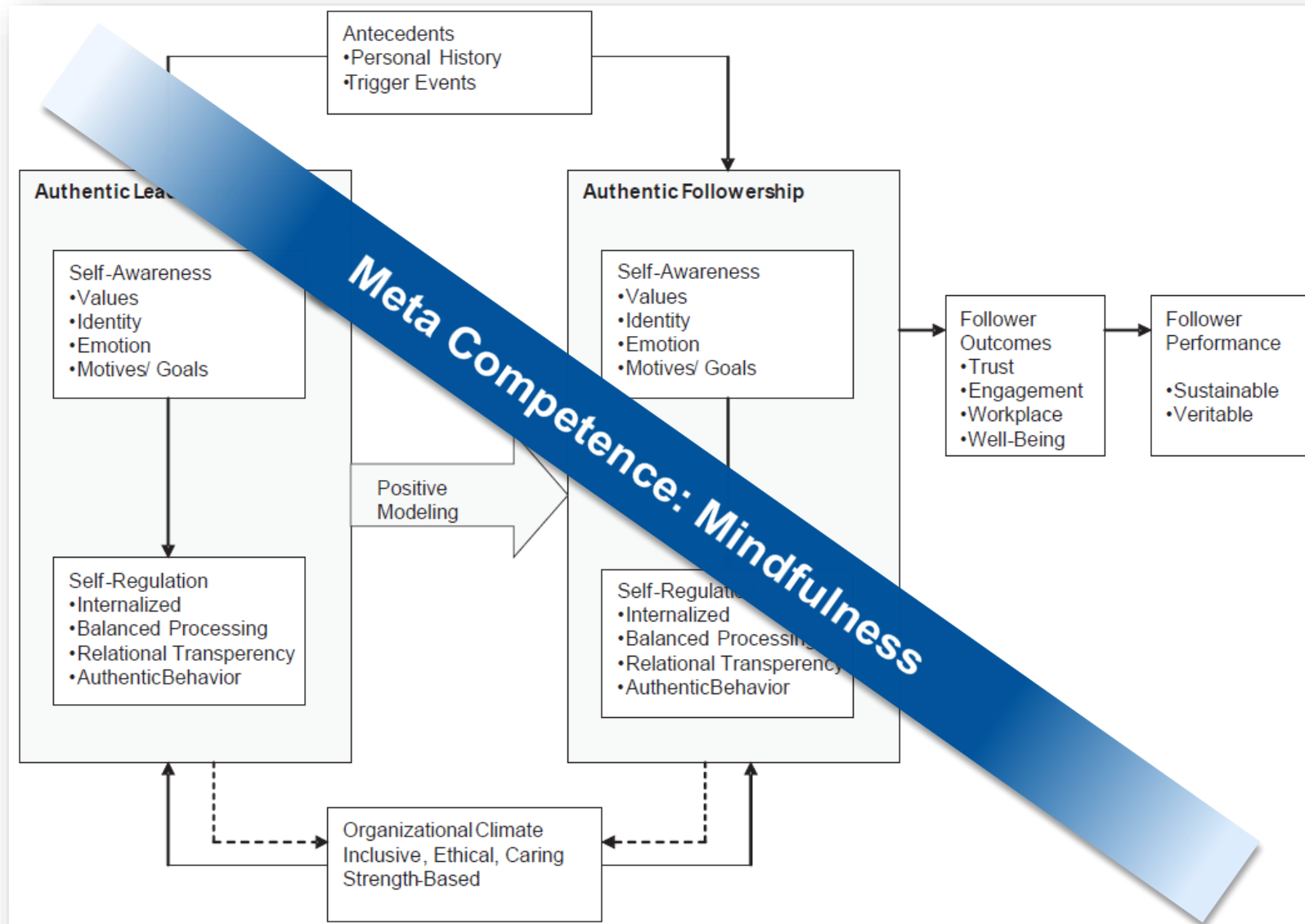
The Role of Passion in Authentic Leadership

Passion is defined by *Robert J. Vallerand*, other researchers at the Université du Québec, Montréal, and his Team (St. Louis & Vallerand 2015, p. 175) as...

“a strong inclination for a self-defining activity that people love and find important, and in which they invest a significant amount of time and energy”.

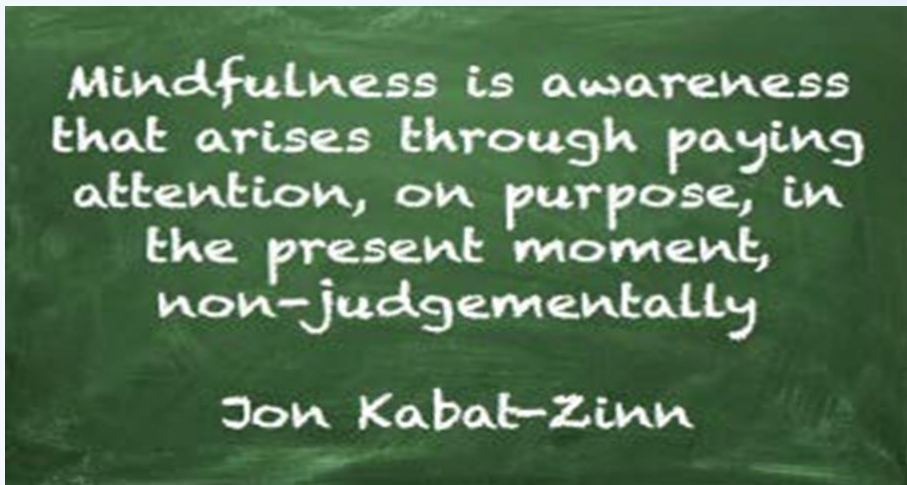


Authentic Leadership – Theory of Gardner et. al (2005)



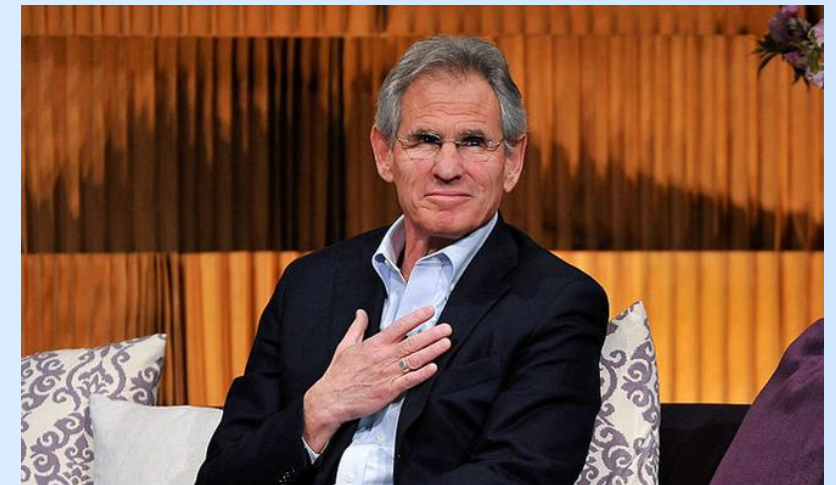
What is Mindfulness?

- An often-quoted definition comes from **Kirk Brown und Richard Ryan** of the University of Rochester (2003, p. 822), who define mindfulness as „(...) an open, on the moment focused attention and an awareness of present experiences or currently fulfilling events.”
- Another often considered definition, which includes three dimensions, was introduced by the molecular biologist **Jon Kabat-Zinn** (1994, p. 4):



Based on Kabat-Zinn
Mindfulness is a certain kind of attention, which is intentional, in the present moment and non-judgmental.

Non-judgmental thereby describes the acceptance of the present state, physically as well as mentally.



Jon Kabat Zinn

What is Mindfulness?

Mindfulness – Definitions

- Presence factor existent everywhere
- Heterogeneous concept
- Differentiation: individual vs. collective Mindfulness

c

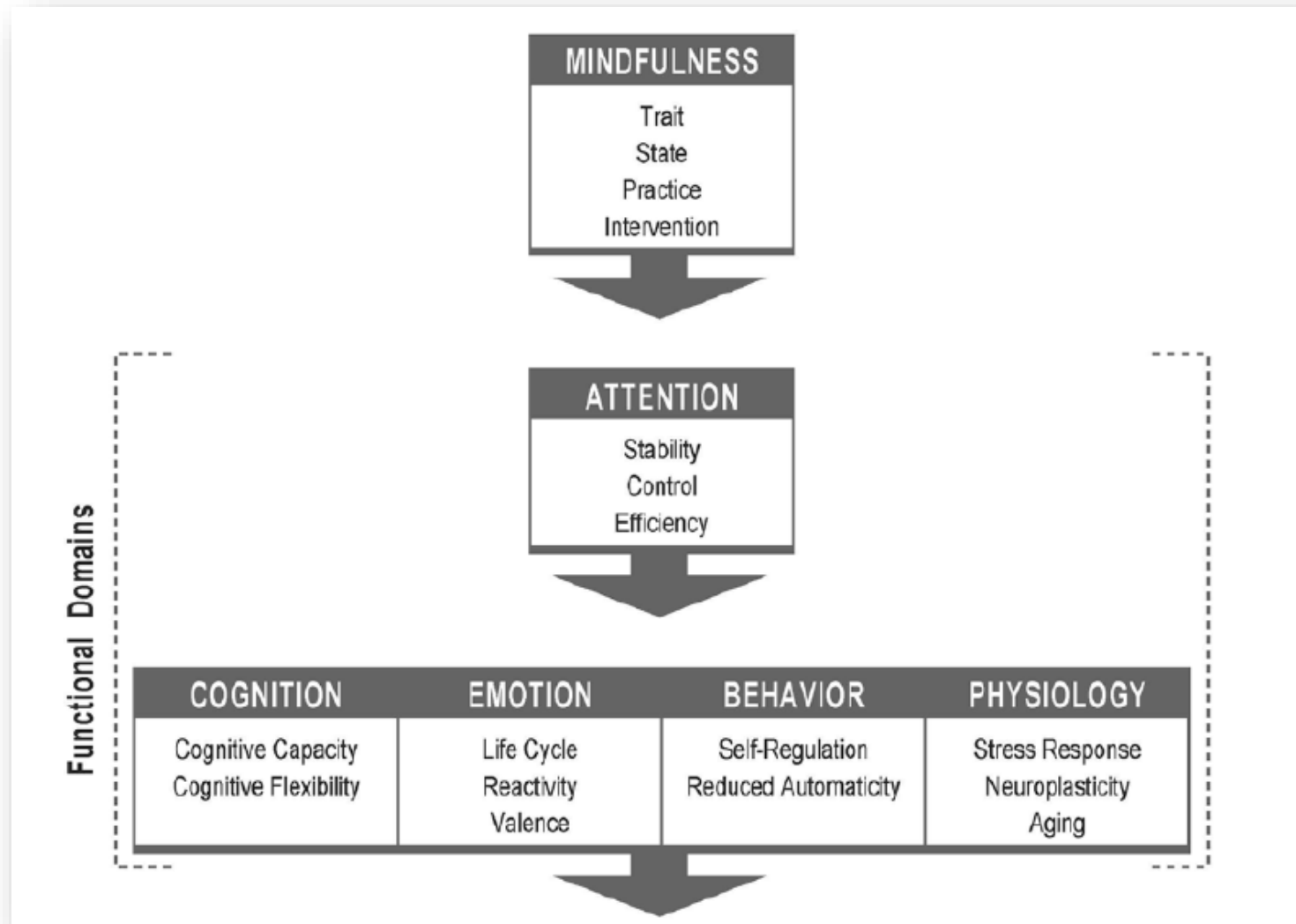


Mindfulness – Measuring methods

How does science approach the concept of mindfulness?

- Meanwhile more than ten questionnaires were developed, which should measure the concept in form of self-assessment.
- The questionnaires differ in...
 - Their **construction** (number of items and scales),
 - Their **target group** (mindfulness experts or - beginners) and
 - Their **dimensioning of mindfulness** (number of factors; one- or multidimensional).

Model on the effects of Mindfulness in the Workplace



Model on the effects of Mindfulness in the Workplace



		PERFORMANCE	RELATIONSHIPS	WELL-BEING
Workplace Outcomes	Current Evidence	Job Task Citizenship Behaviors Deviance Safety	Communication & Relationship Quality Conflict Management Empathy & Compassion Leadership Teamwork	Physical Psychological Behavioral
	Open Questions	Levels Variability Buffering Goals & Motivation	Self v. Other Climate Shared Mental Models Mindful Leadership Training	Resilience Recovery Growth

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Corporate Examples – TELE and Spotify

TELE Haase = medium-sized Production Company in Vienna

- ✓ Transformation of the company until 2011 – “Long way of transformation”
- ✓ Organization form: Circles and roles instead of hierarchical organization
- ✓ Leadership: Everyone
- ✓ Autonomous committees with strategical authority and responsibility
- ✓ Director instead of Manager
- ✓ Principles of TELE: Beauty, curiosity, competence and initiative
- ✓ Co-creation instead of competition

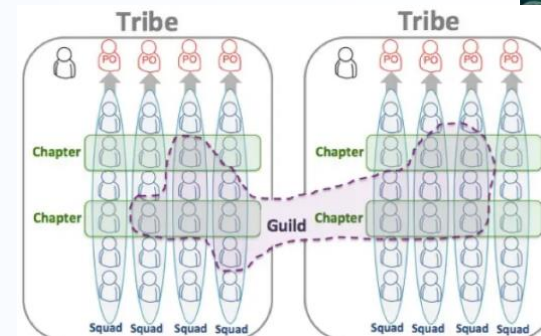


Markus Stelzmann („Director“ at TELE):
„I am lobbyist for issues, fairytale uncle, kindergarten teacher, suggestion box or maybe even a certain type of Mentor. In addition, in my role as a director in the support process, I am allowed to sign balance sheets and talk to banks, among other things. Somehow, I am the necessary counterpart for everything outside that still needs a managing director.“

Sources: <https://www.tele-online.com/>; Weibler, J. (2017): <https://www.leadership-insiders.de/ueber-new-work-und-gesunden-menschenverstand-experimentierfreude-in-einem-unternehmen-der-zukunft/>; Weibler (2017): <https://www.leadership-insiders.de/interview-mit-markus-stelzmann-tele/>; Stelzmann, M. (2022): <https://www.leadership-insiders.de/tele-update-ein-unternehmen-auf-dem-weg-in-die-zukunft-ein-gastbeitrag/>

Spotify = Sweden Music Streaming-Service Provider

- ✓ Flat hierarchy
- ✓ High personal responsibility and empowerment
- ✓ Willful Naming of organizational structures (Squads, Tribes, Chapter, Guilds,...)
- ✓ Mistake and learning culture („fast failure recovery“)
- ✓ Competence orientation



Sources: https://spotify_presse.prowly.com/presskits/spotify-logos; Weibler, J. (2020): <https://www.leadership-insiders.de/new-leadership-spotify/>

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Contact

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Thank you for your attention!