

LEADERS VON MORGEN

Change the game



Episode 1

Your Path to Becoming a Game Changer

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Introduction

A warm welcome...

...to our “Leaders von Morgen” program. It’s great that you’re on your way and ready to be inspired by Janina, Philipp and Hansi.

The Goal of “Leaders von Morgen”

Our content is designed to:

- Support you on your path of becoming a leader.
- Give you valuable guiding principles for your leadership actions.
- Share Janina’s, Philipp’s and Hansi’s personal insights into their journey.
- Help you apply these insights into your own leadership practice.

This workbook guides you through the learning series “Leaders von Morgen – Change the Game” and is designed to support you on your personal path to becoming a leader – regardless of whether you are already in a leadership position, on your way there, or you just want to take on more responsibility in the future. When working with the workbook, please make sure to take our ideas, questions and comments and adapt them to your own leadership situation.

The purpose of this workbook

The workbook is your personal learning companion. It will help you put the content essential to you into practice. It functions as a guide, helps you generate new ideas, ask the right questions, store your thoughts, acts as a sparring partner and it will also be your companion on your path to success.

How to make change work for you

Research on learning and change processes has identified key success factors for implementing change. Your workbook will help you to make this transformation work for you:

- Let yourself be inspired by our questions.
- Reflect on how a particular topic applies to yourself and your situation.
- Derive concrete measures that suit you and your environment.
- Develop your own implementation plan.
- Begin with the implementation as soon as possible.
- Try things out, dare to experiment, build prototypes. Reflect on the effects and notice the positive impact on yourself and others.
- Learn from your mistakes and start fine-tuning.
- Make the desired behavior a habit – repetition is the mother of learning.
- Start your journey with small, easy steps.
- Give yourself enough time – sometimes it takes a little longer.
- Reward yourself for your successes and value yourself for them.

How the workbook is structured

For each chapter you will find a paragraph with:



#Essence: A brief summary of the key messages from our protagonists.



#Transfer: Questions and space for your thoughts, insights and intentions to implement the content into your practice.



#Bonus: Further key phrases, additional info and interesting facts.

From the start, we will be giving you helpful advice so that you can get started and implement your plans.



1. Be concrete: We tend to procrastinate more, if the first steps are unclear or the hurdles seems too high. That is why you should only take on tasks that are concrete and easy to implement.



2. Define your intentions: Identify your personal benefits from change. Often our mind knows what we should do – only our gut instinct doesn't play along. Take on something where you feel a real emotional pull, formulate your goals positively, and focus on what you want to achieve rather than on what to avoid in the future.



3. Find support: Find a person, who wants the best for you, supports you in your plans and who is easily accessible for you. Tell them what you want to change and how they can support you. You can also increase the level of commitment by setting dates to report on your implementation.



4. Keep at it: Deal with failure in a constructive way. If you give up after the slightest setback, you won't get far. Be forgiving with yourself, see setbacks as a learning opportunity and incorporate the lessons learned into your next steps.



5. Nobody is perfect: Try not to be perfect. You are probably dependent on many factors that you cannot control - you can only fail at trying to be perfect.



6. Acknowledge your progress: Take your successes – even the small ones – seriously and celebrate yourself for them. Positive reinforcement is a good learning accelerator.

EPISODE 1

My Path to Becoming a Game Changer

Welcome to the first episode of “Leaders von Morgen”

Janina, Philipp and Hansi will tell you what their path to leadership was like, who supported them and what their important steps were. They will give you advice and practical exercises to help you shape your path. The workbook will accompany you to answer questions and provide you with the necessary impulses.

Have fun!



Deine Janina



Dein Philipp



Dein Hansi

Chapter 1

Leaders Path: The First Steps

Workbook #1: Starting Out as a Leader

#Essence



The journey to becoming a good leader can vary quite a bit. Our three protagonists **JANINA**, **PHILIPP** and **HANSI** provide insights into what their path looked like. You can learn a lot from them for your own journey.

In order to take the first steps towards leadership responsibility, the following aspects were particularly helpful for **JANINA**:

1. The positive reinforcement and confidence from her supervisor: “We believe you can do it!”
2. The daily support by her supervisors in the operational business with the aim of structuring and taking over topics, as well as assessing how tasks can be allocated according to the strengths in the team.
3. The daily reflection questions with her supervisor:
 - a. How did the day go?
 - b. What went well?
 - c. What didn’t work out so well?
 - d. What will tomorrow look like?



A particular impact for **HANSI** was how his first coach managed to inspire him, emphasize the team and show appreciation – especially by addressing everyone’s needs individually.

#Transfer



Based on the statements of Janina, Philipp and Hansi in the video, take some time to reflect on the following questions:

- How can your supervisor support you on your career path?
- How can you support your employees on their path to success?
- What would this look like precisely?
 - When and how often do you exchange information on this topic?
 - Which questions would you answer together?

If you do not have a leader at your side, how can you still benefit from your daily reflection? How can you build reflection time into your day?

Additionally, think about what you could do to inspire your team for your concern? How do you show your team your appreciation?

Workbook #2: Your Next Steps

#Essence



JANINA gives you the following advice to further your career:
“Set goals day by day, week by week, month by month for what you want to do differently.”

#Transfer



To avoid overwhelming yourself with goal setting, it's best to start with two specific goals – one short-term and one long-term:

1. **Goal: What are your concrete plans? What do you want to change within the next few days?**

2. **Goal: What are your concrete plans? What do you want to change within the next 2 to 6 months?**

#Bonus



JANINA'S most important insight on the way from being a team member to becoming a leader: “*You have to learn to make unpleasant choices for which you are not loved in the team. This will earn you respect, but not necessarily affection.*”

Chapter 2

Step-by-step: Plan Your Career

Workbook #3: Your Career as a Leader

Essence



It was particularly important for **HANSI**, to give himself time for reflection on his journey. At times, he took the slower road on purpose, so he could progress step by step and have time to grow into the leadership role. According to Hansi, everyone has to decide for themselves which path they want to take and then take ownership in driving their career own progression.



To make a career for yourself in a large, global corporation, **JANINA** advises: Build your path so that you gather different experiences – both operational and strategic, at headquarters and in various country-offices. Career paths often don't follow a linear roadmap, but rather they go in loops. Sometimes you have to take two steps back to move forward. Don't stay in one position for too long; a change should take place every three or four years.

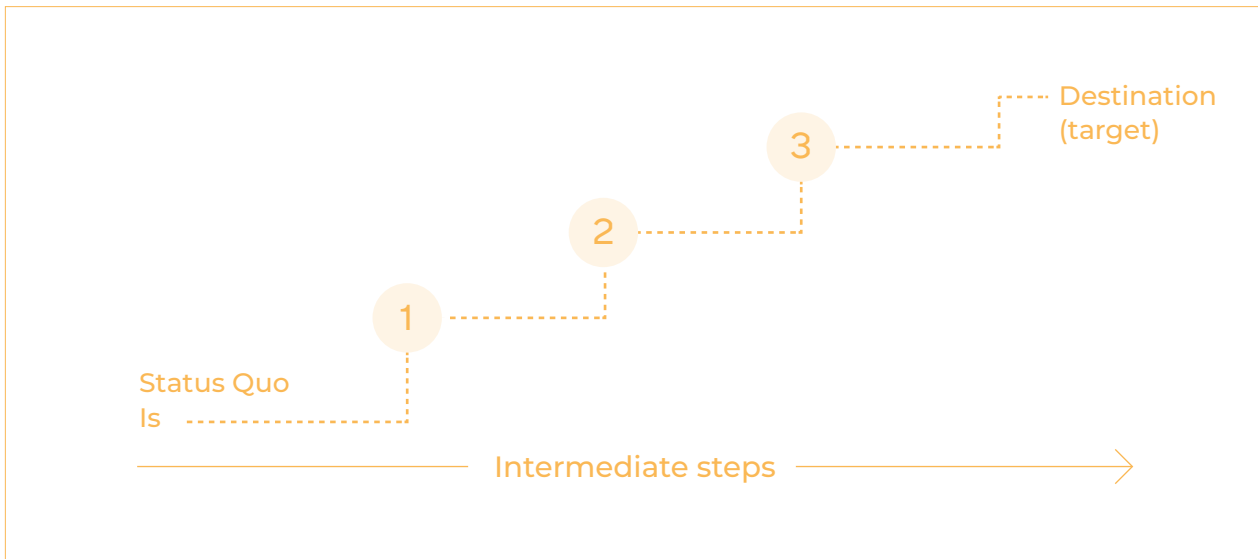
#Transfer



Think about where you want to be in the future. What does your career path look like or what could it look like? Is it going in a straight line or is it moving in loops? Is it more straight or curvy? Is it plain or colorful?

Use the space below to visualize the steps on your path. Let your creativity run free. Take 20 minutes of your time to do this. Then put the workbook aside, sleep on it for a night and come back to it the next day. You'll probably come up with a few more ideas.

Your next career step: Plan the next 3 steps on your path.



Then think about what you need for this path:

- Who can give you support?
- What opportunities can you see within your company?

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#Bonus



JANINA says: "For me, being opportunistic does not have a negative connotation, and it does not mean swimming with the tide. It's about positioning yourself, so that you are also offered opportunities or can take advantage of opportunities. But it also means making compromises."

Chapter 3

Join the Game: Purpose, Courage & the Right Attitude

Workbook #4: Your Inner Compass

#Essence



“*Follow Your Purpose.*” It took **PHILIPP** quite a while to find his own purpose. For him, his own purpose is the foundation for his own development and to secure the support of his colleagues and inspire them.

#Transfer



Are you clear about your purpose?

If yes, go to I)

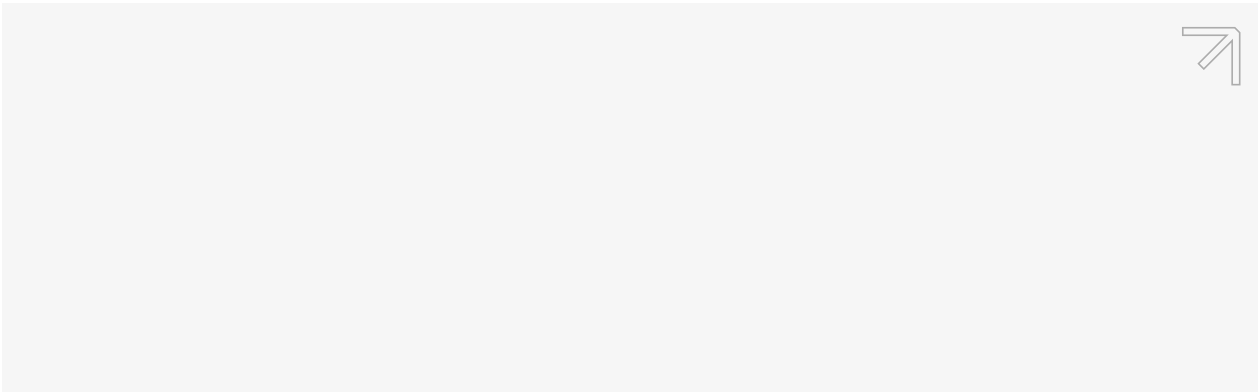
If no, go to II)

I) Take 10 minutes in an undisturbed atmosphere and put your purpose into words. How would you explain it to a five-year-old child? If you can provide it with symbols or pictures, go for it!

II) If you are not completely clear about your purpose or if you want to start realigning it, then the following suggestions may help you:

- Take your time – just like Philipp. Sometimes the purpose has to mature. But also be prepared to recognize it when it shows itself.
- Allow yourself undisturbed time for yourself and think about your purpose.

- Think about what inspires you. What does your heart desire? Where do your eyes light up? What do you really enjoy doing?
- What gets you excited to jump out of bed and start the day?
- In an ideal world with no obligations, what would you do with your time?
- Talk to people who know you well and ask them, how they would describe your purpose?

Your Purpose:**#Bonus**

PHILIPP: *"I learned that when you realize there's something wrong, you can change things –you should stand up, really stand up for what you believe in; and, often it's turns out being the right thing to do."*

Workbook #5: Your Learning Goals

#Essence



For **HANSI**, it was crucial to clarify: “What would I like to achieve?” He took on the responsibility and always asked himself: “How can I develop myself further? What can I do better? What can I learn next?” In doing so, he did not compare himself with others, but focused on his own performance. Leadership means supporting others on their path to individual responsibility: “If I want to get better at it, then I need to bring those on board, who are responsible for the outcome – people in leadership positions.”

#Transfer

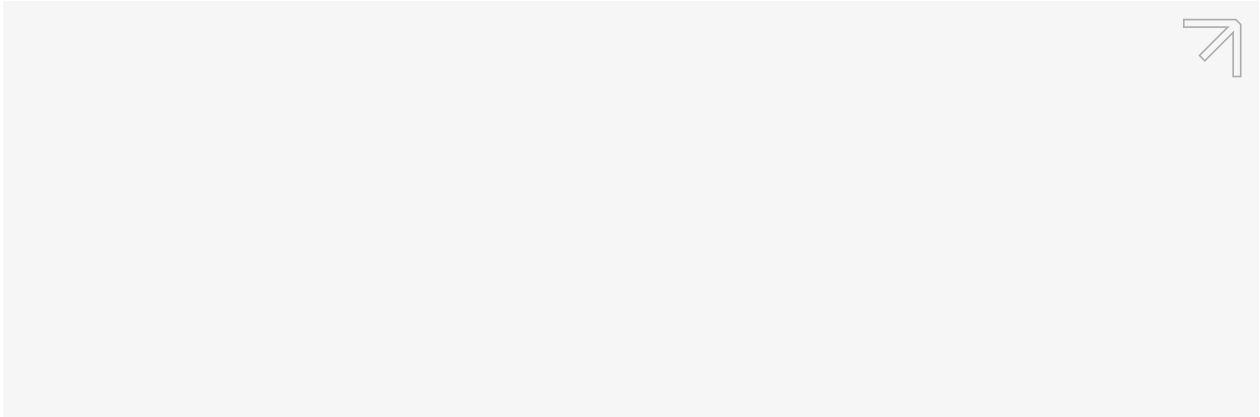


Ask yourself:

What can you do better and what do you still have to learn so you can take the next step?

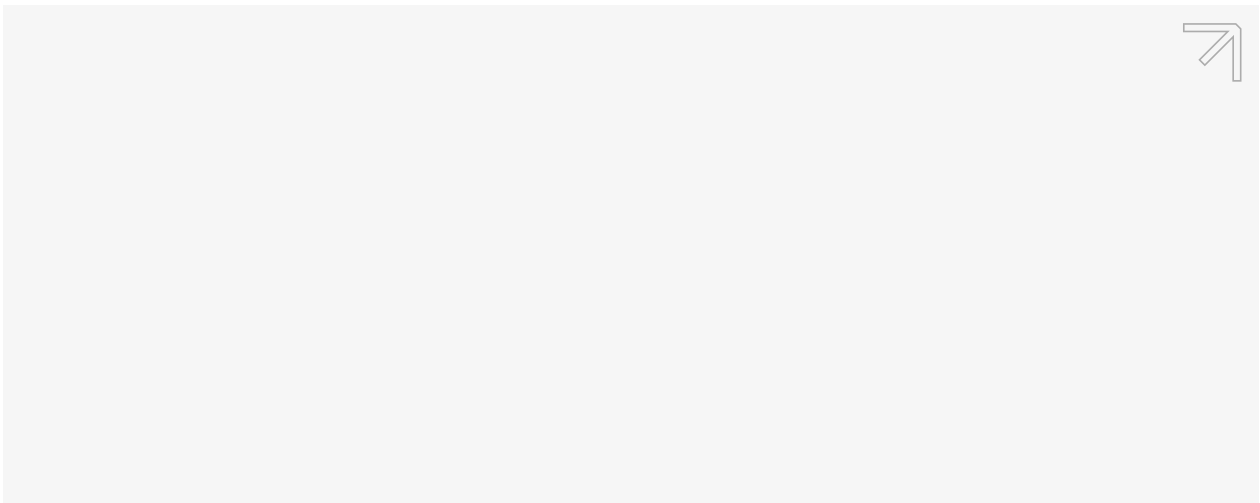
Ask for feedback from your superior and align your prospects. Then clarify together, how he or she can support you in reaching your goals.

Make notes on this: When will you approach your superior?



If you are a leader yourself, think about how you can support your colleagues on their journey: Ask them what their prospects are and give them feedback.

Make notes on who you will approach first and when you will address this person.



#Bonus



HANSI thinks: *“Everyone should try to be the best player they can be and that’s why you have to take on the responsibility for your own development.”* After all, *“You can never own success, you can only rent it; and the rent is due every single day.”*

Workbook #6: Your Contribution

#Essence



JANINA is convinced: “If you want to change things and if you really believe “you want to change the game” then you also need to realize that you have to achieve something first, before you get to that point where you have so many possibilities to influence that you can actually change things. (...) However, if you’re constantly making demands and never give back, there will eventually be some sort of imbalance. (...) The key question is: What are you willing to give in return?”

#Transfer



Janina has already asked you the transfer question, “What will you give in return?”

Ask yourself this question and also ask people around you who may benefit from what you have to give. The perspective of the recipients of your “gifts” is often very enlightening. After all, how your gift is received is not decided by you, but by the recipients themselves.



#Bonus



JANINA: *“Game changer is a great name for people who have achieved something and changed things – be it in sports, business or politics. What you always have to keep in mind is, “how did they get there?” If you want to change the game, you will have to be able to play the game and be accepted on the playing field, before you will be able to change the rules.”*

Chapter 4

Learn from Others: Role models & Mentors

Workbook #7: Your Sources of Inspiration

#Essence



Be wary of role models, when the personality cult around them becomes too strong. **JANINA** says: “You will find people who are great at certain things. Look for people who impress you through certain qualities and who are an inspiration to you. These people will change as your needs change. Look for someone who fits your current needs and discard the idea that there is this one person who covers everything, that might be important to you.”

Make sure that you also look for role models who are unlike you. You can learn a lot from them.

#Transfer



Step 1: Reflect:

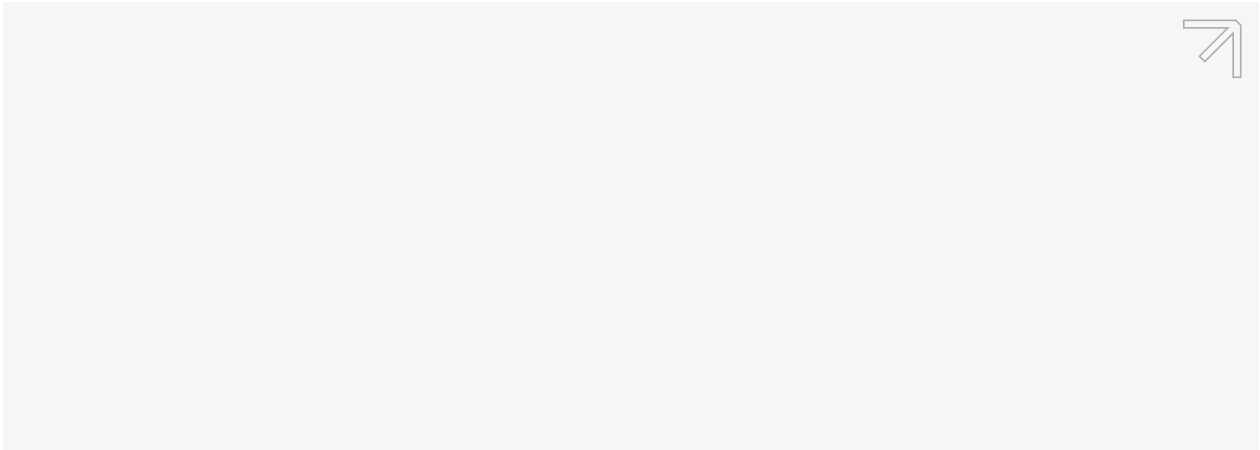
- Who are your role models at the moment?
- Why exactly? What makes them stand out?
- How did they get to where they are?
- What specifically are you learning from these people?



Consider whether it might be worthwhile to share your thoughts with these people.

Step 2: Additionally reflect:

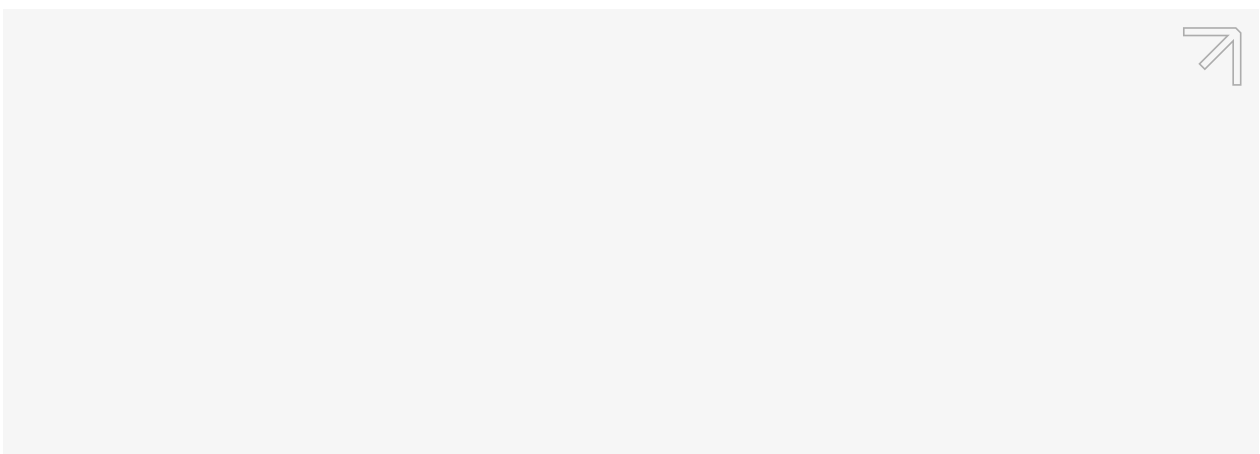
- Who else could be a good role model for you?
- Which of them is most unlike you?



This is probably where the greatest learning opportunity lies.

Step 3: Then consider:

- For whom might you be a role model?
- With which qualities or behaviors could you appear as a role model to others?



If you are not clear on this, set out to inquire and learn more about it.

#Bonus



The people, who were role models for **JANINA**, had the following characteristics:

- *They provided regular feedback.*
- *They remained calm, no matter how challenging the situation.*
- *They consistently communicated in an appreciative manner.*
- *They never passed on the pressure from above to their team.
“The pressure you get, is up to you to deal with; it has no space in your team.”*
- *They have adapted themselves to their audience: “Think about who is sitting across from you? Who are your stakeholders? Who do you need to persuade? And how can you prepare and adapt accordingly, to get what you want done?”*

EPISODE 2

GAME CHANGER IN ACTION

Welcome to the second episode of “Leaders von Morgen“

Janina, Philipp and Hansi will share with you their experiences as leaders and what their everyday practice in a leadership role is like . They will give you tips and advice on how you can shape and improve how you lead. The main focus in this episode will be on the topics of trust, courage and dealing with pressure.

Episode 2

Game Changer in Action

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Chapter 6	Workbook #11	24
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Chapter 5

Purpose of Leadership: The Meaning of Leadership

Workbook #8: Differentiate between Management and Leadership

#Essence



JANINA makes a clear distinction between management and leadership. According to her, management is about a team fulfilling its tasks, managing projects and ensuring that they are being implemented. But leadership is more than all that. It is also about taking your vision into account, keeping your long-term goals and purpose alive, keeping the context in mind, and initiating change – even when things are going well. If you want to take your team on this journey, you need to take the time to listen to why some people may not want to join you on your journey and what concerns and fears they have.

For Janina, this is the fundamental basis for initiating change.

#Transfer



Consider the following: What does your change project mean for...

- ... yourself?
- ... the people you get on board?
- ... your team?
- And: What are your next steps?



#Bonus



JANINA: *“If you’re authentic and people truly realize what you’re saying and standing up for never changes, then they will follow you on that journey.”*

Workbook #9: Know Your Players

#Essence



For **HANSI**, it is clear that in order to get the best out of your team, you must take into account the characteristics of your team members, e.g. when addressing them. Some appreciate personal contact, others prefer a little more distance. You have to respond to each team member individually, especially with regards to their development needs. For Hansi, it is key to be clear about how you deal with your players and employees.

#Transfer



As you look at your team, think about each team member or person you lead:

- What are his/her characteristics and personal needs?
- How do you factor this into your communication, your interactions, the way you support your team members?



#Bonus



“Know what makes your players tick, then tailor your actions to that. Success is a continuous process. Never stop driving development forward.”

Workbook #10: Define your Purpose

#Essence



For **PHILIPP**, the important thing is: *“As a leader, I have to show my people the way and, above all, let them know why we are going that direction (clarify goal and purpose).”*

#Transfer



Reflect on **what the purpose of your department/team is:**

- For what reason are you working together? What is your overall goal?
- What is your value proposition?
- How can each team member contribute with their individual strengths?

We work together to...

We make an important contribution to / for...

Consider when and how you want to involve your team in this:

#Bonus



“Think about which employees bring particular strengths to the table. It’s your job as a leader to put those employees in positions, where they can apply their strengths particularly well.”

Chapter 6

Set the Base: Trust, Appreciation & Feedback

Workbook #11: Build Trust

#Essence



For **JANINA**, trust in a team is built primarily through two things: honesty and transparency.

“If you want your colleagues to have the confidence to come to you – at any time, with any kind of problem, with their troubles and with the mistakes they’ve made – then it will only work, if you yourself ask them the exact same questions when they come up for yourself.”

Trust can therefore be established first and foremost by the leader setting an honest example in his/her communication and leadership style of what he or she expects from the team.

#Essence



For **HANSI**, mutual appreciation arises primarily through direct contact between leader and employee.

Especially when someone comes to you as a leader with a sensitive or personal issue, it is the best moment to build trust and mutual appreciation.

Take such offers for dialog very seriously. They should be a top priority for you. Ensure that the conversation takes place at eye level. Take your time, seek eye contact and signal your appreciation for the moment – even if you actually have other things to do.

Transparency relates primarily to decision-making processes. Involve your team by gathering information and asking for opinions, and then make your decision-making process transparent. *“The team will absolutely respect that if you’re the leader, there will be decisions that you need to make. However, you should also be able to explain those decisions and clearly state why you made that decision.”*

Trust is a precious and fragile commodity. What has sometimes been established over many months and years can be undone within just a few minutes. According

to Janina, yelling in front of the team or bullying individual people are absolutely not acceptable. Always pay attention to a trusting interaction. It is the fuel for performance and productivity.

Please note: Trust cannot be commanded or established at the push of a button. It must develop between people and is an expression of an intact relationship. Give trust space and time to grow.

The following tips can help:

- Communicate openly and regularly.
- Be authentic – i.e. say what you feel and think in an appreciative tone. Be honest and if you cannot / do not want to talk about something, you can also say that honestly.
- Be open about mistakes – especially your own. Mistakes are opportunities to build trust.
- Be open to differing opinions and take an interest in your colleagues.
- Be generous with knowledge and information.
- Keep your promises.
- Ensure that performance appraisals are fair and transparent.
- Promote a fear-free culture of conversation.

#Transfer

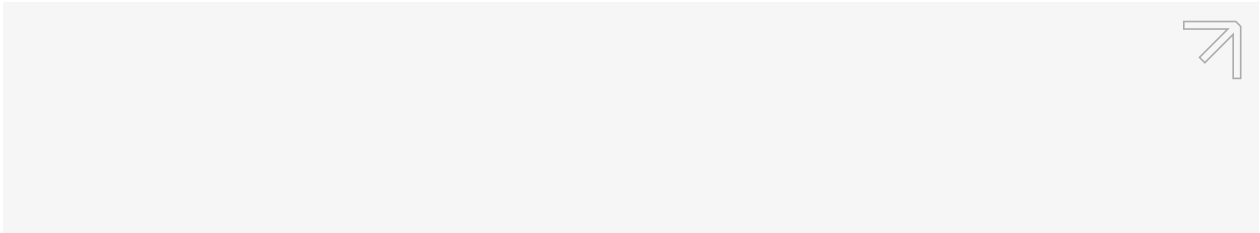


Consider for your leadership situation:

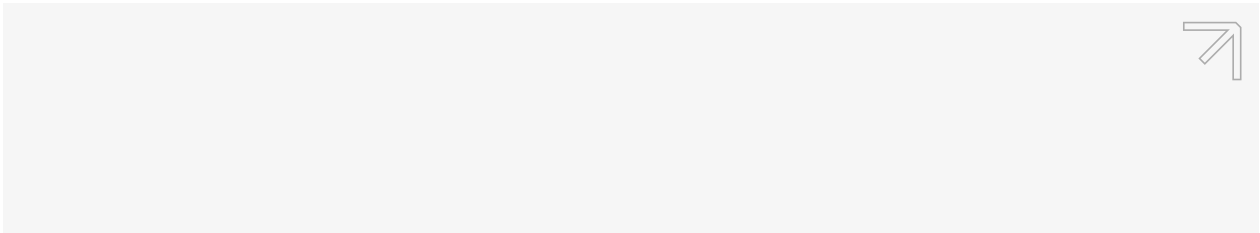
On a scale from 1 to 10 (1=no trust/10=absolute trust), what is the level of trust towards you at the moment?



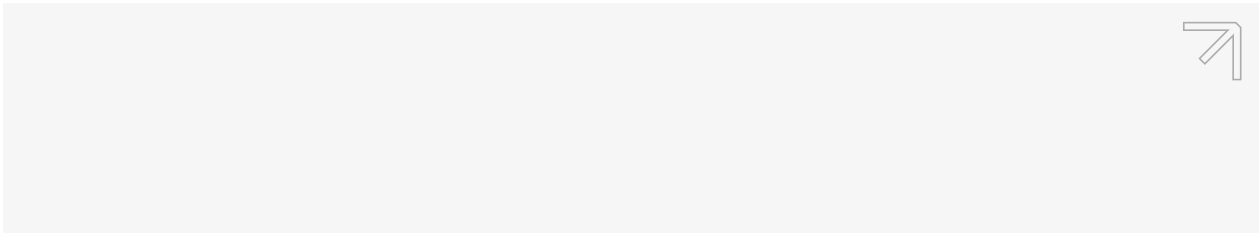
How can an outsider recognize this? What particular behavior makes this visible?



How could you build trust further? Collect ideas for this and ask others if necessary.



What are your concrete plans?
When and how exactly do you apply measures to promote trust?



#Bonus



"If you feel the inner urge to shout and get loud, never do it in front of your team. Leave the room instead and vent somewhere else. Otherwise you will destroy much more trust, than you can rebuild."



Trust is a circular process for **HANSI**. By nurturing it, you can strengthen the trust in yourself as a leader and also the self-confidence of the players. Additionally, you foster it by openly addressing weaknesses and offering to work on them together. *"For me, it's important, that you show appreciation to your peers by your attitude."*

Chapter 7

Courage Is Like a Boomerang: Courage Is Good for You!

Workbook #12: Be Brave!

#Essence



PHILIPP calls on all of us, to be more courageous. Being courageous means venturing into the unknown, trying out something that involves not knowing how it will turn out or how other people will react to it.

Being bold always puts the status quo at risk in exchange for the opportunity to innovate, renew and gain competitive advantage. Being courageous hinges on two factors: the absence of fear on the part of individuals and the experience that courageous behavior pays off and will not be punished. As a leader, you can directly influence both of these factors. Courage also comes in cycles. Be bold yourself and reward the courage of others.

Courage means:

- Calling status quo into question and, if necessary, breaking with the existing.
- Leaving your own comfort zone.
- Standing up for humanity and your own values.
- Allowing for uncertainty and becoming comfortable with the possibility of failure.
- Supporting courageous behavior rather than sanctioning it.

You can foster your team's courage by leading by example – “Walk the Talk!”

#Transfer



To allow “Courage Circles” to emerge, first consider:

What defines a courageous action for you?

What do you need to be courageous?

Now you know how you can exemplify courageous actions. In which situations / on which matters would you like to be more courageous in the future? Think about three examples and come up with a specific action plan:

Additionally, clarify with your team:

What is courage / courageous action for us?

Why do we need to be courageous?

What examples of courageous team action already exist?

#Bonus



For **JANINA**, Game Changers are “*those who have clear ideas about what they want to achieve, but are also willing to pay the price.*”

Chapter 8

Managing Expectations: Dealing with Pressure

Workbook #13: Find the Distance

#Essence



If you want to bring on change, you will always find yourself in situations in which pressure will overcome you. Part of the leadership role is not to pass this pressure on to your own team. Nevertheless, there are a few things to keep in mind when dealing with pressure constructively.

#Transfer



Give yourself enough time to answer the following questions:

Step 1: Your tools for handling pressure.

What are your mechanisms for reducing the pressure?

Who can you talk to, to reduce the stress?

Step 2: Analyze your stress situation:

First distinguish: Is it about a specific issue or about you as a person?

- Who is putting pressure on you?
 - Does this pressure stem from an issue? **(A)**
 - Or is somebody else putting you under pressure? **(B)**
 - Or are you putting pressure on yourself? **(C)**

(A) If it's about a specific issue:

Analyze the situation and devise solutions (together).

1. Distance yourself from the situation and your emotions (use your mechanisms – see above).
2. Consider what inherent constraints are causing this pressure.
3. What could be a solution that you haven't thought of yet?
Who could support you?

(B) If someone is putting you under pressure: Analyze possible reasons for their behavior. Try to gain distance from your emotions and only then consider the next steps for action. If you react emotionally to this pressure situation, you run the risk of increasing the pressure.

(C) If you are putting the pressure on yourself, you can use the “reframing technique” and look at your current pressure situation from a different angle. Ask yourself: How existential is the situation really? Is there something that could be way worse? And how does the pressure situation look from this perspective?

Step 3:

As you observe your team, ask yourself:

- Who suffers from self-inflicted or externally generated pressure?
- If you don't know, ask your peers.
- What might your part be in this situation?
- How can you help reduce the pressure?

#Bonus

You could also use the “teflon technique.” Sometimes pressure should be handled as follows:

Sometimes you just need to let it slide – especially if it's low priority.

Workbook #14: Know Your Circles

#Essence



For **HANSI**, the social environment, and especially one's own family, is an important source of feedback for understanding and mastering pressure situations. He uses the 'circle model' in these situations. Feedback from people, who are close to you, is particularly important and should be taken seriously. When dealing with criticism from outside your circle, you should carefully consider, how important it is for you and your future.

#Transfer



Print out the circle model. Draw yourself in the center and write down:

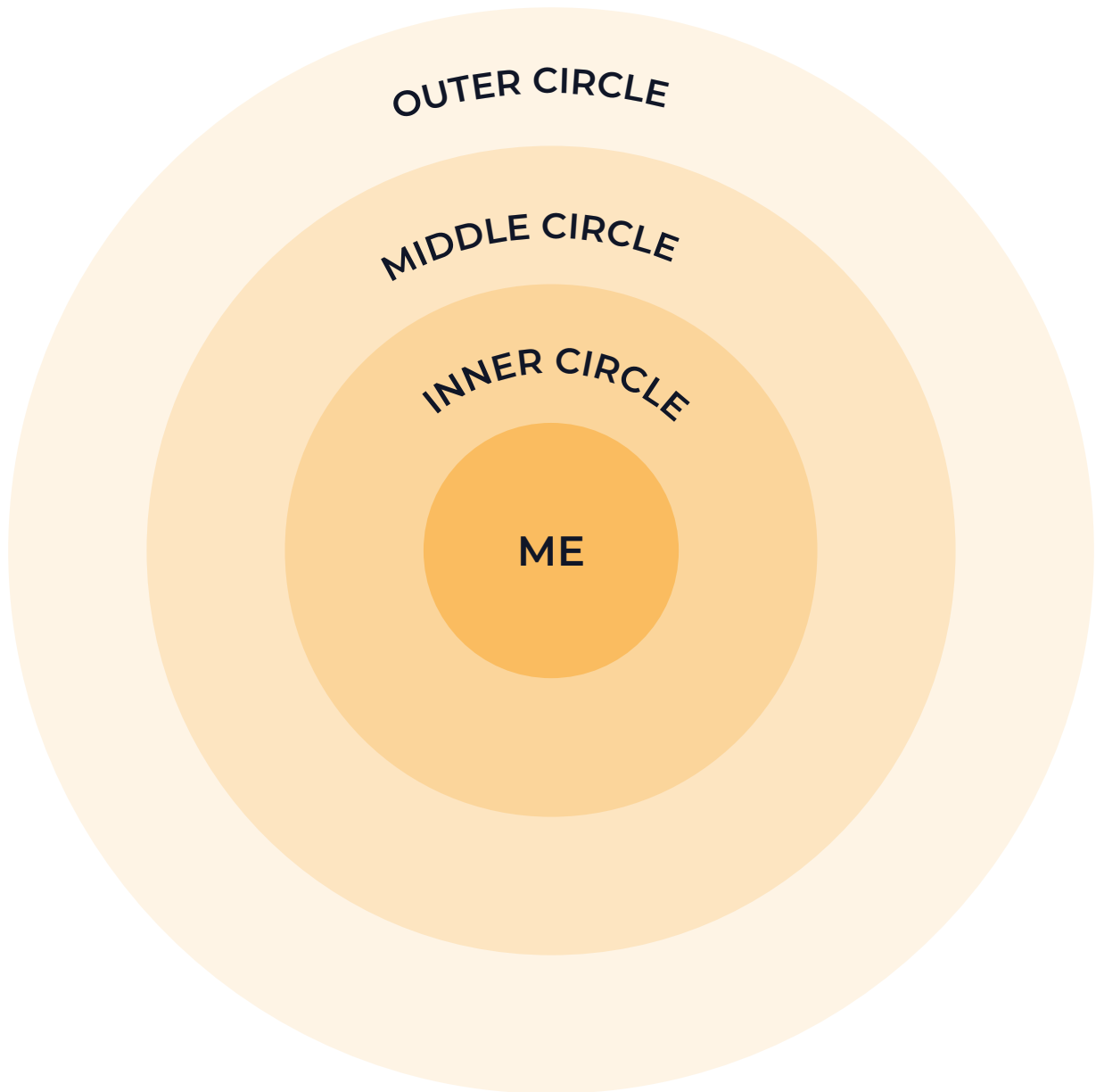
- Which people belong to your inner circle?
- Who's feedback do you value most?
- Who do you see in the middle circle?
- And who is on the outside?

#Bonus



"Did you do everything you could to be successful? If it doesn't work out, sometimes it's just not meant to be. Then analyze what caused it and look ahead to the next task at hand."

Your Personal Circle



Workbook #15: Hansi's TOP 3 for Team Collaboration

#Essence



For **HANSI**, there are three key points when it comes to teamwork:

1. Trust and loyalty
2. Quality and competence
3. Common goals and fun

When Hansi makes decisions, whether he's bringing new players into the team or planning his next career move, he always comes back to these three points. In addition, appreciation is particularly important to him. He makes sure that every statement, every suggestion of a team member has the same importance as his own statements. This approach ensures that he knows as much as possible about all the information and perspectives of his team members. For him, trust and appreciative communication are the basis of leadership.

#Transfer



Think about what you consider to be the three most important pillars of your leadership style?

1. _____
2. _____
3. _____

Find out how these three pillars become visible and tangible for your colleagues in your leadership practice?

A large, light grey rectangular box intended for writing a reflection on how the three pillars become visible and tangible in leadership practice. A small red arrow icon is in the top right corner of the box.

Get feedback from your colleagues and compare your perspectives. Often people have different perspectives on what constitutes quality or how exactly trust is built. Openly discussing this with your team. Comparing notes creates trust in itself and is an important step towards developing a high-performance team.

Inspiration from Hansi:

1. Trust and loyalty

- How do you ensure that trust and loyalty develop within the team?
- What can your colleagues expect from you in this regard?
- What do you expect from them?

2. Quality and competence

- How do you measure quality within a team?
- What quality standards and quality expectations do you have of each other?
It is best to record this in writing – e.g. in a team playbook. This is an excellent tool for new team members to familiarize themselves with the team.

3. Common goals and fun

- Write down your common goals – preferably also in the team playbook.
- What do you want to focus your energy on?
- How do you measure whether you have achieved your goals?
- As a leader, how do you ensure that everyone has understood and internalized these goals?
- How can you have fun together while achieving your goals?

Tool: ‘Consultative Individual Decision Making’

In making his decisions, Hansi uses the “consultative individual decision making process.” He first consults all those who might be affected by his decision and listens to their opinions and perspectives. He evaluates, makes a decision and then communicates it to the team, stating his reasons.

This tool is used in many successful teams. It is beneficial, because everyone is heard – well knowing that not all opinions can always be taken into account. To avoid disappointment and frustration, people whose perspective could not be considered, should be addressed. At this point, transparent and appreciative communication is important to get full support for the decision.

#Bonus

A key phrase from **HANSI** that has always guided him on his path to leadership and is a guiding principle of his actions, is: *“You can only have success together or not at all!”*

EPIISODE 3

YOUR PATH TO BECOMING A GAME CHANGER

Welcome to the third episode of “Leaders von Morgen”

Janina, Philipp and Hansi are preparing you for your role as a leader of tomorrow. This includes self-management, your personal development plan, time for leadership, empathy and making decisions as a leader.

Episode 3

Your Path to Becoming a Game Changer

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Janina's Answer to Hansi's Question

Workbook #16: Your Best Leader

#Essence



JANINA: "A team must always be made up of many different people and must bring in as much variety as possible, so that everything you are responsible for can be done within the team. (...) If there is a basis of trust, where you can disagree on an issue, then that's great. But there should always be a basis of trust that you respect each other as human beings – then a great deal has been achieved."

#Transfer




Close your eyes for 10 seconds and reflect:


Who was the best leader you ever had in your life and why?

How did this leader interact with you? What was special about this interaction ?

What liberties did this person give you?



How much trust did your leader give you and how did this become apparent to you?



#Bonus



JANINA: “The teams that can rub up against each other know that something better will come out of it. These are often the most successful teams. And that’s when it’s the most fun.”

Chapter 9

Leader lead Thyself: Successful Self-Management

Workbook #17: Your Development Plan

#Essence



PHILIPP has several good tips for your professional career. Before starting a job or even before moving to another company, it is worth taking a closer look: What is the culture of the company like? Here are three steps to help you make the best possible choices.

#Transfer

1. **Before you decide on a company or a new position, do the corporate culture check:**

- a. Talk to employees from the company.
- b. Find out more about the company through various online portals.
- c. Check if the purpose of the company fits your purpose.
- d. Determine if the corporate culture is a good fit for you.

2. Reflect on yourself and try to find out what your strengths and weaknesses are.

- a. Ask for feedback on this from people who know you well.
- b. Create a suitable framework for the conversation.
- c. Request examples of your strengths and weaknesses.
- d. Also, ask fellow colleagues who have experienced you in your working life.
- e. Then check whether your strengths and weaknesses match the position you are aiming for, so that you can work in an intrinsically motivated way.

My strengths	My weaknesses

3. Based on the findings of steps 1 and 2, create a personal development plan to transform weaknesses into strengths and develop your strengths even further.

- a. What 3 weaknesses/strengths do you want to address?
- b. What steps are you taking?
- c. Think about what literature would be helpful for this.
- d. Ask the people around you, who could be your mentor.

My development plan

1.

2.

3.

#Bonus



Imagine: What is your “rusty nail?” For **PHILIPP** it was the speech he practiced in front of his own wife. Find something you are really afraid of and then try to face up to it. Try to develop a healthy ambition to overcome this fear. You will notice that this is where your greatest growth potential will lie.

Workbook #18: Time for Leadership

#Essence



“Being a leader means leading people! It doesn’t mean being the greatest expert and the biggest know-it-all.” It also means that you will also need periods of time in your day to lead people, develop things strategically, resolve conflicts, etc. Do not make the mistake of filling

100% of your working time with operational activities, otherwise you may lose your leverage.

Some things need time to mature. They need careful consideration and reflection. Sometimes you need the help of other people for that. Either way: It takes time, whether you like it or not. You can only be a good leader, if you make the time for it. Otherwise your leadership will remain a good intention or a pious wish. **JANINA** has the following advice for you.

#Transfer



Your goal is to make time for reflection and leadership tasks. Set up calendar appointments and then ask yourself critically:

- What is really important on my to-do list?
- When can I create time for reflection and leadership tasks?
 - During working hours?
 - At the beginning/end of my working day?
- Block these times in your calendar, give them a very high priority and defend them against “possible disruptions.”
- Make sure that you can work totally focused and without any distractions in those time blocks. Remind yourself in advance to turn off all sources of interference – especially any form of push notifications.

Assess for yourself:

How much time do you spend each day on leadership tasks, such as asking and listening, giving feedback, mediating conflicts, sharing information, forging alliances, etc.?



Also estimate: How much time do you spend on operational tasks?

**#Bonus**

JANINA: “If you want to be a good leader, really make sure that you also have time for leadership. Having a bulging schedule and being ‘super busy,’ is a prevailing status symbol in many companies and often gets in the way of leadership.” Try not to play this game, find your own way and make time for leadership.

The higher you are in the management hierarchy, the higher the share of time on management tasks should be. At lower management levels (e.g. team leader), it should be at least in the ratio of 20% management tasks to 80% operational tasks. At board level, the opposite should be the case.

Chapter 10

Finding Echoes: Empathy, Respect & Interpersonal Relationships.

Workbook #19: Know Your Team and Their Needs

#Essence



According to **JANINA**, empathy should be one of the key competences of managers. “Empathy is about how the people you want to reach are feeling. You have to feel and understand where they are right now and where you have to pick them up. To do that, you have to back off a little.

It’s not at all about what you think. Rather, you give yourself some time and have a real interest in what people think.”

Empathy is an important basis for negotiations, decision-making processes and teamwork. If you realize that being empathetic is not one of your strengths, you may find someone in your team who can take on this role. You can then coordinate these tasks with your colleague.

#Transfer

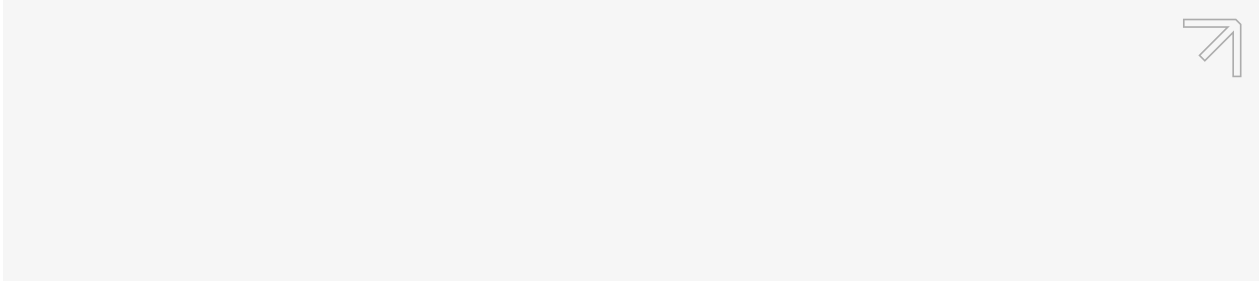


Take enough time and think about it:

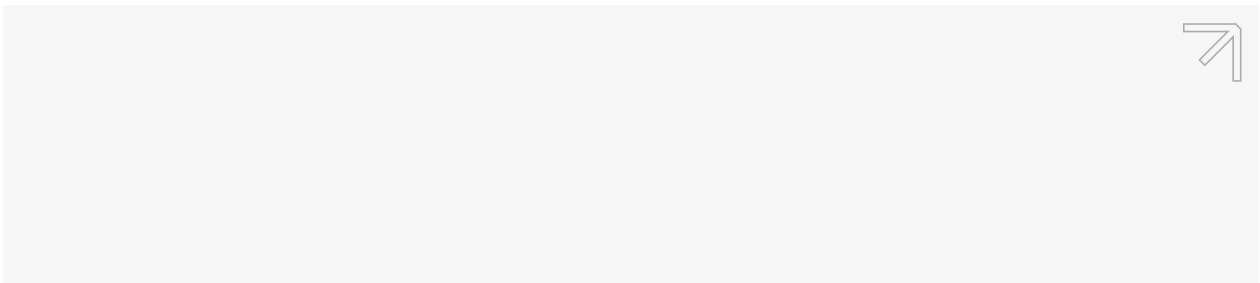
How can you ensure that you are aware of the needs of the team and individual team members? How do you set time aside for this? How do you ensure good presence and attention?



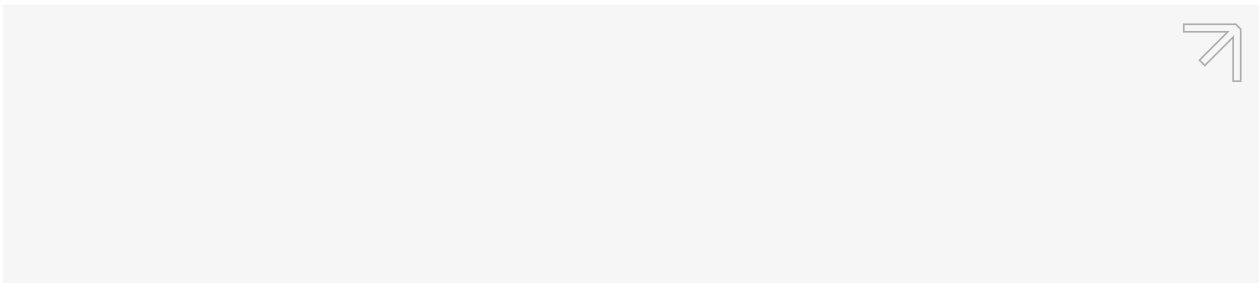
How do you shape and maintain the contact with your team – e.g. daily greetings and goodbyes?



What measures are you considering to strengthen team cohesion?



How do you make sure you can really get to know your team?



#Bonus



PHILIPP: “You should fully focus on the topic of team-building and communication. It is the most important thing in the company. It’s not about technology, brands, or processes, it’s about people! People make the difference. People are the most important thing, people have to be the focus.”

Chapter 11

Pro's and Con's: The Art of Making Decisions

Workbook #20: Decide How You Decide

#Essence



Hansi's tips for making decisions:

Take enough time to reflect on your important decisions. Sometimes it helps to “sleep on it” and think about it some more. It is also helpful to weigh the pros and cons, ideally with a list that helps you organize your thoughts and make your viewpoints transparent. Involve your family as well. Especially if the decision will also affect them – as might be the case with a job offer in another city. Get additional advice from people who are close to you.


#Transfer



How do you make important choices?

What do you need to do this? What mechanisms help you to do this?

Who supports you and gives you advice?



#Bonus



HANSI: “I made many decisions by gut instinct – they were usually the right ones!”

Workbook #21: Decisions Aren't Set in Stone

#Essence



JANINA making decisions: Don't think too hard about big decisions. Choices are usually not set in stone, even if they seem that way. They can be further refined and that is what usually happens. Have the courage to revise your decisions and make new ones if things don't

work out the way you thought they would.

If you depend on the opinion of others to make a decision and they are not immediately convinced, ask them to give you a second chance. Sometimes it takes another attempt to convey the importance of the project and persuade others to join you on your journey.

#Transfer



Think about a decision you made where you would have liked to have had the courage to ask for a second chance.

Consider whether it may have been worth it to summon up the courage to make changes to the choice you made.

#Bonus



JANINA's tip: "If you get to the point where you think the decision you made was a wrong one, have the courage and say, 'I am sorry, let's do it differently.' I've never seen that approach fail."

Workbook #22: Build – Measure – Learn

#Essence



PHILIPP about making decisions: Out of all the choices you make, probably 15-20% will not be the right ones. Always follow the three-step process Build – Measure – Learn. Check if the choice you made was wrong. If so, ask yourself, why it was wrong. Make a different choice and communicate to the team why it was wrong, so that others can learn from it. Then advocate for what you decided to do and take your team with you on this journey.

#Transfer



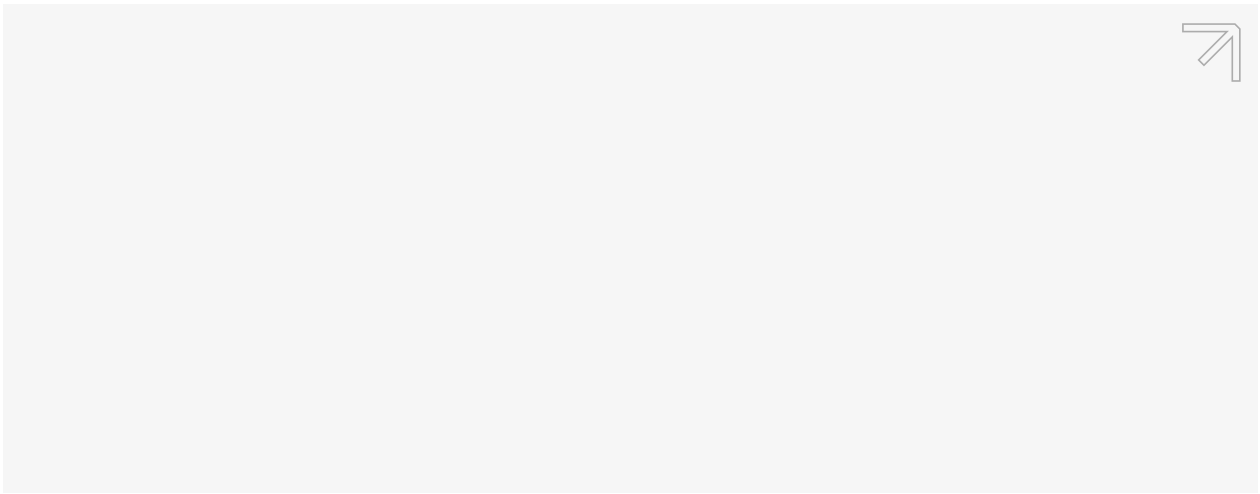
Think about it: What decisions have you made in the last few months that turned out to be wrong or unfavorable?

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What was the reason for this?

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How would you decide, if you had a second chance?



#Bonus



JANINA: “You need to differentiate whether it is a factual decision or a decision affecting people.” For factual decisions, check if you have considered all aspects, information and stakeholders. For decisions that affect people – e.g. about hiring or separating from employees, promotions, salary increases – check thoroughly whether you have really considered every perspective of those affected.

Avoid making any kind of decisions when you are still emotionally charged. When you are angry, concerned, or euphoric, distance yourself from whatever the problem is, before you make the decision.



HANSI: “If your gut tells you: I want to do that. Then you have to do it. If you have just a tiny bit of doubt or you’re unsure, then it’s important to do some introspection beforehand.”

LvM Toolbox:

Deep Dive with Janina

Workbook #23: Your List for Life

#Essence



For her own bearings in life, **JANINA** uses a list in which she documents what she wants to achieve, but also what she does not want to experience. The list allows her to differentiate between what she wants and doesn't want. The elements of the list change in the course of life.

Some entries have been taken care of – or have taken care of themselves – others are new. Keeping track of these things using a list can be a good way to make coherent decisions for yourself. For example, if a new opportunity opens up, you can use your list to check whether it will help you achieve your “life goals” or whether it could even be counterproductive for them. The list helps you to avoid lazy compromises and wrong decisions. If you maintain and use this list, you will maintain your direction.

#Transfer



Create a pleasant atmosphere without distractions and give yourself enough time to reflect on what you want to achieve in life.

If you like, you can imagine yourself looking back from the end of your life. What is it that you definitely want to have accomplished? And what do you definitely not want to have experienced?

Your list for life:

What do you definitely want to achieve in life? (professional and private)

What do you definitely not want to experience? (professional and private)

#Bonus



JANINA: “Lists are pretty helpful because they help you not fool yourself too much.”

Chapter 12

Change the Game

Workbook #24: Famous Last Words...

#Essence

JANINA, PHILIPP and **HANSI** are adding a few more hints on how to become a “Leader von Morgen”.



HANSI: “Think about what you would love to do. The heart and the mind know exactly what you want to do. (...) Trust in your strengths. Trust in what is within you. Keep an open mind and stay curious so that you can continue to grow and follow your own path.”



PHILIPP: “If your goal is to be a shaper of tomorrow, then you have to move forward courageously, leave your comfort zone and ask yourself: What are the courageous decisions you have to make in order to achieve the goal you have defined with the people around you? In doing so, you should always be a role model.”

- Lead by example – “Walk the Talk!”
- Define a clear framework for your actions in the form of core values, principles and attitudes according to which action should be taken.
- Empower your team to independently identify problems and develop solutions.



JANINA: “If I had one wish for what you could do differently, then I would wish that you didn’t become a leader just to have more prestige, money and power. I’d wish that you would rather do it because of a strong commitment to building a positive atmosphere and a fundamental trust in your team – then your team would be much more successful. Such should be your ambition. And for that, you should also be willing to give things up in order to gain more in the long run.”



PHILIPP: “My expectation of you is to do more than be a leader and think about your own company and your own career. Figure out what your own purpose is that will enable you to make a positive contribution for future generations.”

#Transfer



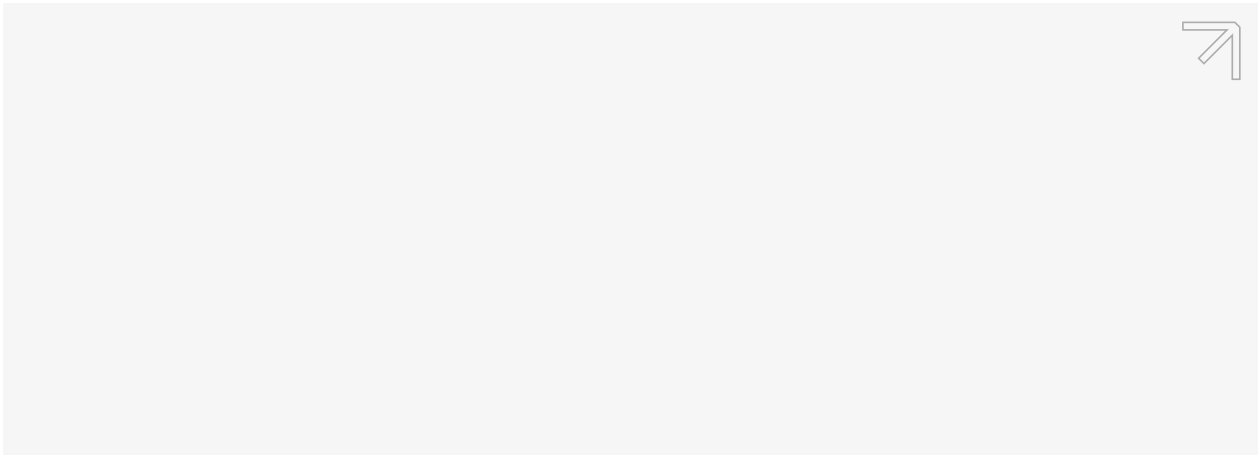
The question for you now is, “**What’s next?**”

You have heard a lot from our three “Leaders von Morgen,” given the various topics a lot of thought, exchanged various ideas with others, gained a lot of insight and made choices. You’ve probably already initiated a few changes to your game.

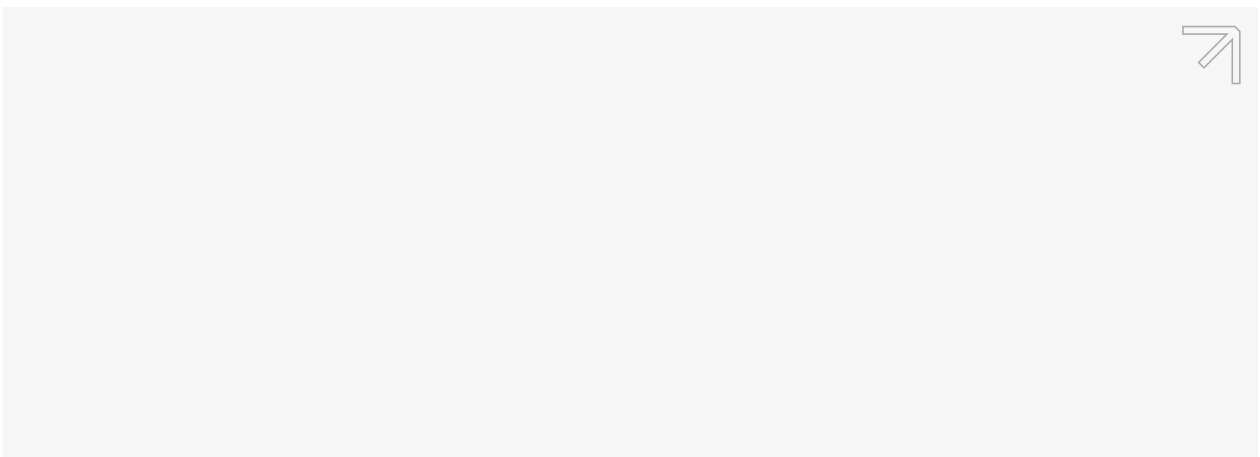
Consider now:

What are your core learnings from this journey and what does it mean for your future actions?

How do you want to continue? What are your next steps?

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What were you encouraged to do? What do you want to maintain in the future?

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#Bonus



We, the makers of “Leaders von Morgen” would appreciate your feedback. What did you get out of this learning series and workbook?

What was particularly helpful?

What could we improve for our next season?

Please feel free to e-mail us: hello@vonmorgen.io

We are happy to hear from you and wish you success, courage, confidence and joy on your way to becoming a leader of tomorrow.

**LEADERS
VON 
MORGEN**

Change the game