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Leadership Navigator

“The World Is
Changing – and
So Is Leadership”

Leadership Navigator

The World Is Changing. And So Is Leadership.

In the 21st century, we need new approaches to leadership: hierarchy and authority are becoming less important. Agility, flexibility, self-organization and networking are gaining in significance.

Leadership in today's companies is changing due to the effects of globalization and digitalization. Cultural and demographic revolutions are shifting the paradigm daily. Leaders are faced with the challenge of handling complexity to generate maximum benefits for their organization. Traditional leadership and governance mechanisms often no longer meet these requirements. Instead, we need to travel new paths: agility, flexibility, confidence in self-organization and networking across organizational borders are the new focal points of leadership in the 21st century.

Traditional organizational structures are becoming less rigid. Employees want a sense of belonging, personal contribution, and identification with the work they do. It is crucial for organizations to activate the collective intelligence within their own ranks. The effective and efficient cooperation between leaders at all levels is quickly becoming a crucial success factor.

Information is omnipresent yet not controllable. Leaders are responsible for putting it into a meaningful context.

This means that, in the future, leadership will face a variety of challenges. A major obstacle to necessary change within organizations is the temptation to resort to traditional routines amidst an overwhelming feeling of insecurity.

Leadership needs to be reinterpreted. At the same time, it is important to continue to utilize hierarchy and useful aspects of traditional leadership. Constructive cooperation and a smooth transition is crucial.

How can leaders handle social situations successfully when facing these challenges? The "osb-i Leadership Navigator" describes current and principal fields of action.

Why?

Why Do We Need Leadership?

Leadership means both motivation and inspiration: this helps ensure the viability of one's unit for the benefit of the whole organization.

Leadership needs to have a keen eye for the current status quo vis-à-vis future developments – e.g. entrenched routines versus relevant market developments or changing customer needs.

Leadership must take place along the system's borders. It must be dynamic and flexible when navigating between the inside and the outside.

Leadership is an Organizational Skill. It requires appropriate governance structures, decision-making processes and an efficient as well as effective leadership system, i.e. establishing cooperation between all leading players.

What?

What Are the Tasks of Leadership?

Leadership means systematic decision-making and designing the decision-making process in a target-oriented way for optimum performance.

The "osb-i Business Navigator" provides detailed descriptions of the six central leadership tasks – shown here in the outer circle.

How?

How Can Leadership Optimize Social Situations?

The "how" of leadership has changed. On the cards fanned out in the inner circle, the "osb-i Leadership Navigator" describes the fields of actions that are central to leadership in the 21st century.

Strong Leadership

Employees demand credibility, emotional presence and leadership stemming from an inner strength – on a daily basis. In order to meet these demands, leaders need to take care of themselves consciously, because to lead effectively, you need to handle your own resources efficiently.

- How can you position yourself to get maximum benefits from your strengths?
- How can you ensure moments of strategic reflection in order to provide new impulses and convey and maintain a long-term perspective?

Making Sense

In the future, leaders will be called upon to put events and actions into context more consistently. Sense allows for a joining of forces and a creating of shared perspectives. Sense reinforces the feeling of belonging.

- Employees want to know:
- What is our contribution to the bigger picture?
 - What defines our identity?
 - Which values guide us?

Navigate through Uncertainty

Anyone who wants to provide answers in an interconnected world needs to be able to make sense of and handle complexity. It is a matter of dealing with chaotic, multi-faceted and complex situations aptly and developing a healthy instinct for risks and opportunities.

- How do you create maps for orientation and steering?
- Where can you reduce complexity and where can you build it?
- How can you replace a feeling of insecurity with that of a calculable risk?

Promote Commitment and Responsibility

In a complex world, we need attentive and alert employees who feel responsible and think independently. In return, they expect to be informed regularly and promptly. They want to be part of the decision-making process and see their contribution to the bigger picture.

- How do you encourage and support employees to develop their potential and strengthen their autonomy?
- How do you ensure a culture of mindfulness?



What is your style of sustainable leadership?

Think and Act across Borders

To lead successfully, you need to understand, utilize, and link different logics and contexts – from different business units, cultures, business areas or organizations. The key is combining different interests and spheres and seeking compromises amongst them.

- How can you mediate between different interests and find good solutions for your company?
- How can you connect different spheres, including those outside of your organization – e.g. through joint development with your customers and suppliers?

Develop Collective Intelligence

High-performing teams find solutions for complex situations that individuals can hardly provide on their own. In the future, organizations will need to utilize this unique potential of cooperation even more consistently. However, no team can be fully operative right from the start – especially when it is supposed to work across languages, cultures and physical distances.

- How can you take advantage of different perspectives and the know-how of individuals?
- How much diversity is useful?
- How can you strategically develop the collective intelligence of your team?

Give Orientation

Tomorrow's working environment is diverse, volatile and complex. Shared maps, orientation points and briefings for the next steps help navigate "by sight". What is our goal?

- What is the objective?
- Are we making good progress?
- What is our next milestone?
- What is our priority at the moment, what do we focus on?

Lateral Collaboration

Success increasingly requires leadership without disciplinary authority: topics can be promoted outside the hierarchy – using professional leadership within a matrix, across business units or even companies.

- How can you identify relevant stakeholders and develop your network?
- How do you build external cooperation to customers and internal cooperation to stakeholders within the organization?

Intelligent Use of Business Tools

Business Instruments help to replace complexity with a system. The better leaders understand the logic and leveraging effect of a tool, the better they can benefit from these instruments. New IT technologies also open up new potential for productivity and innovation.

- How can you make use of these new instruments? Which impact will they have on the strategic, thematic, structural, and social aspects of your organization?

Lead As a Team

The efficiency of the leadership system is crucial for the effect of leadership. A successful cooperation among the leadership community within the organization is essential.

- How can you develop a cooperation that allows for disagreements to be discussed and negotiated?
- How fast can you make good decisions with others and think ahead strategically?
- How can you concertedly lead change processes?