



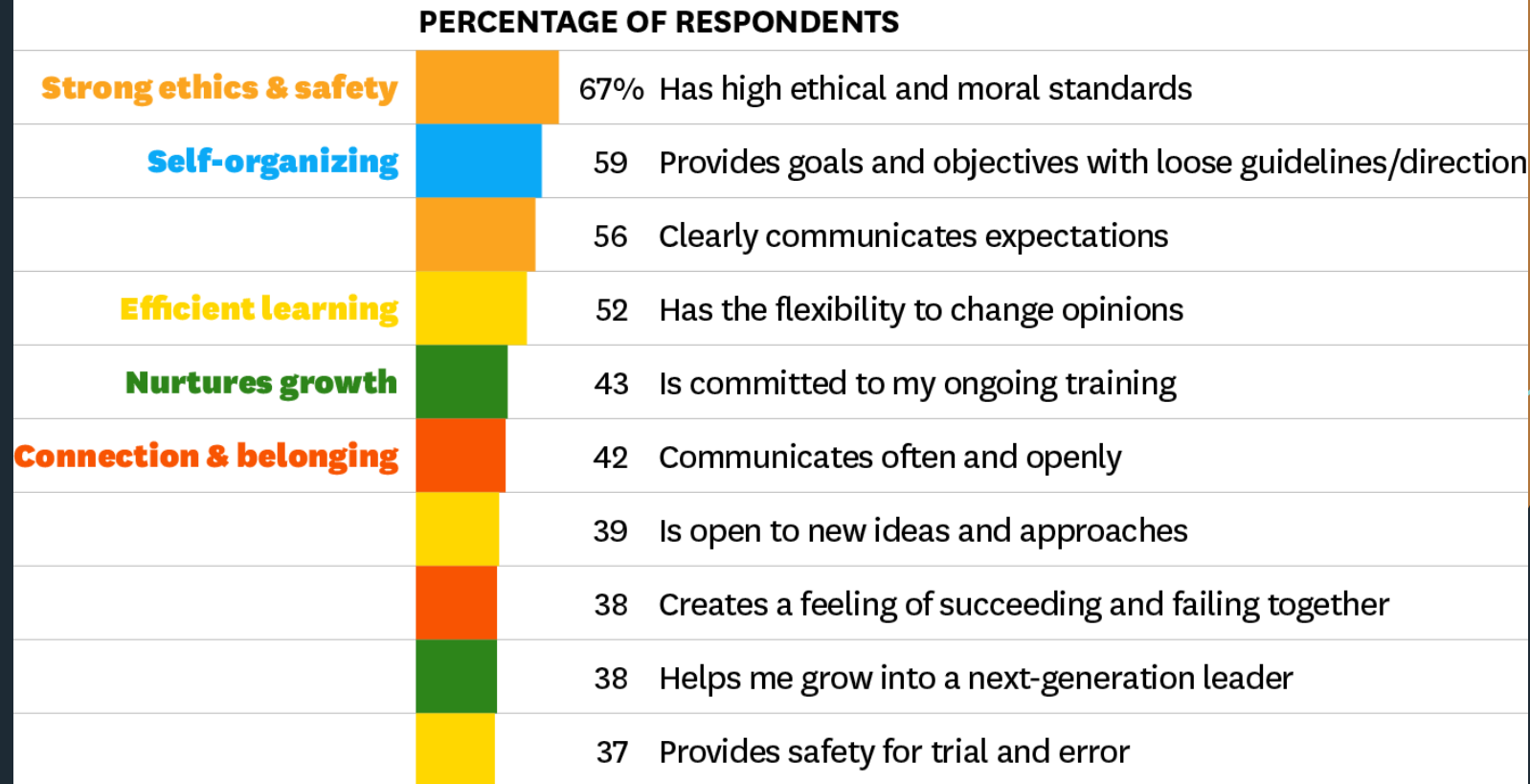
From Management to  
Leadership and back -  
(un)expected challenges

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# Becoming the Boss

## The Top 10 Leadership Competencies, Grouped Into Five Themes

When 195 global leaders were asked to rate 74 qualities, these rose to the top.



SOURCE SUNNIE GILES

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Source: Harvard Business Review

# How to Lead When everybody is exhausted?

Understanding Urgency vs. Importance

Balancing Compassion and Containment

Listening and Motivating

Building Resilience

Watching the Trends (again and again)

# Adaptive Leadership in Crisis

Responding to a crisis requires adaptive leadership that involves 4 A's:

- **Anticipation** of likely future needs, trends and options.
- **Articulation** of these needs to build collective understanding and support for action.
- **Adaptation** so that there is continuous learning and the adjustment of responses as necessary.
- **Accountability**, including maximum transparency in decision making processes and openness to challenge and feedback.

# Aristotle's 3 Types of Knowledge to Harness by Leaders & Managers

*Techne* was craft knowledge: learning to use tools and methods to create something.

*Episteme* was scientific knowledge: uncovering the laws of nature and other inviolable facts that, however poorly understood they might be at the moment, "cannot be other than they are."

*Phronesis* was akin to ethical judgment: the perspective-taking and wisdom required to make decisions when competing values are in play – when the answer is not absolute, multiple options are possible, and things *can* be other than what they are

# Navigation thru Constant Change

Declare your change vision

Empower the people who are best positioned to drive change from the beginning

Encourage self-organizing teams to supplement your efforts

Use internal social channels and influencers to drive employee awareness and engagement

Embrace a “test-and-learn” approach

Shift from long-term to short-term accountability

# Stop Avoiding Hard Decisions

**"I'm being considerate of others."**

**"I'm committed to quality and accuracy."**

**"I want to be seen as fair."**

**"At the Moment of Your Victory, Tighten the Straps of your Helmet"**

*Ieyasu Tokugawa, 1st Shogun of Tokugawa Shogunate*

**Questions are welcomed!**

*Recommended reading* - Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the Endurance