New & agile Leadership – Gap Analysis

1. Transformation and agility

a. Flat hierarchies, customer involvement, creative spaces.

b. New Work - flexibility regarding work hours and spaces.

c. Manager creates framework and structure, clears potential impediments and courageously drives decisions.

2. Organization as a (corporate) community

a. Leaders support their teams, visions, goals and drive innovations at eye-level with their team members.

b. Transformational, agile leaders have a systemic mind set, and involve internal/external customers/stakeholders in communication and feedback loops.

c. Leaders live a culture of sponsorship and trust with their peers to avoid silo thinking/attitudes.

3. Openness and trust

a. Information and tasks are transparent, understood by the community and communicated and implemented in a timely fashion.

b. Basic approach & attitude: everyone performs the best he/she can, we ask for support

c. Intercultural differences (gender, age, nationality, religion…) are appreciated and encouraged with respect to improving a creative team diversity.

4. Apply high performance know-how to promote creativity

a. Leaders empower their team members to have knowledge of state-of-the-art in all tasks and processes as well as be able to access relevant resources.

b. Team communication enables new perspectives, sparks ideas.

c. Diversity contributes high performance results in a well-managed, monitored and creative working environment.

d. Associative learning is supported, a learning organization developed, innovations enhanced.

5. Employee development

a. Employees are empowered to be self-directed and organized, lifelong learners receive learning offers and instruments (job sharing, mentoring, customer service, contact with start-ups, continuous training on- or off-the-job).

b. Evaluate existing competencies and skills.

c. Focus on future tasks, future development, benchmarks, cooperation with universities, high schools, at a national and international level.

d. Employees actively participate in decisions and projects. Required skills (labor and beyond) based on job description are monitored.

6. Being a role model

a. Role modelling the new mind and skill set, partner-oriented attitude, e.g. leader as host (metaphor).

b. Enjoy acquiring new knowledge, sharing know-how, communication at eye level.

c. Knowledge as power tool is outdated behavior - associative learning is the future.

d. Encouraged, bottom-up/360 ° leadership.

e. Self-reflection and open to novelties.

7. Transparency

a. Leaders ensure that responsibilities, roles and tasks are as transparent as possible.

b. Leaders manage virtual teams using different channels achieving transparency, commitment and responsibilities regarding tasks.

c. Leaders are transparent in their decision-making and create a culture of trust where team members can learn from their mistakes, transparency regarding performance, skills and competencies is predominant.

8. Leading out loud / working out loud

a. Leaders make their own tasks and results transparent, both online and offline. Do good thinks and talk about it!

b. They always share their knowledge, their decisions and create visibility /visualization.

c. Executives demand feedback and give feedback.

d. They have transparent evaluation and assessment criteria.

e. Leaders are visible, present and active. They moderate daily meetings and ensure fair participation and taking
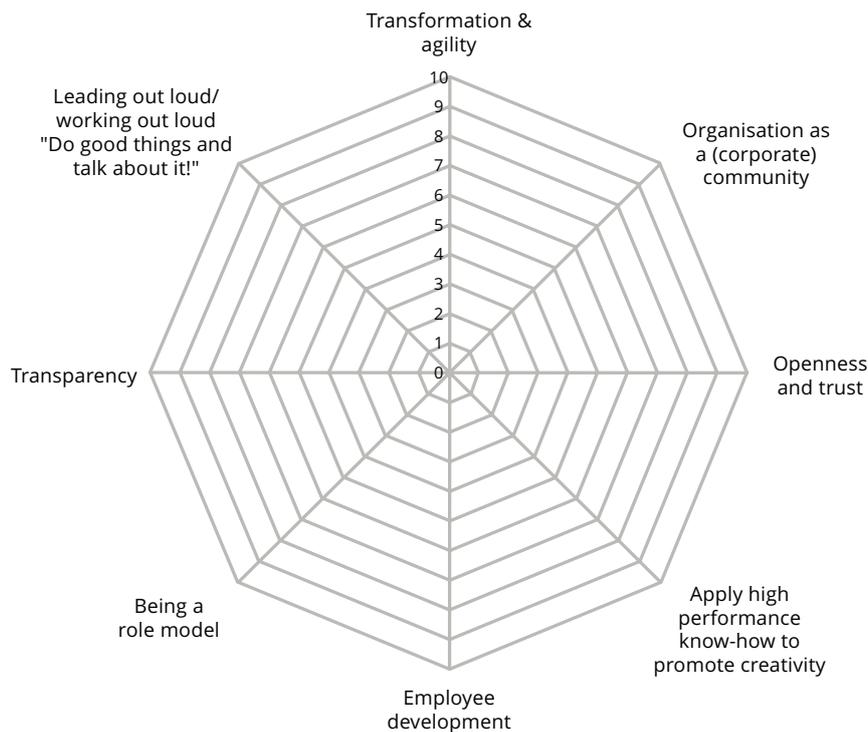
Based on Simon Dückert´s "Leitbild der digitalen Führungskraft", in Digital Leadership, Hrsg. T. Petry, Haufe, 1. Auflage 2016, S. 155 ff.