

## Leadership. Power. Purpose?

There are turbulent times behind us - and they will probably be with us for a while longer. And when we read the news today, things seem to be going haywire in this world. One crisis after another?  
Our working reality is constantly changing. The last few months have left their mark on our society and our working lives. Now we must make sustainable use of this new normality in a positive way and integrate it into our everyday lives.  
More than ever before, companies are being called upon to adapt to the market, to serve new customer requirements, and to integrate new generations.

integrate new generations. No easy challenge.

Every company has different requirements, different employees, its own culture. The common theme of an organization is the human being. People with their needs and motives. It's about cooperation and a sense of community. Orientation and control. Exchange and further development.

The most important lever for advancing the development of your own company and your employees is your leadership.

### Leadership

People have always been the driving force, even more so in agile times.

It takes people who empower others to create a shared culture. In which everyone can use their strengths. Who create the conditions for learning organizations. Who live with agile action structures and ways of acting to shape the future.

In this newsletter, I would like to give you valuable impulses and insights for further development.

Through inspiring leadership and successful collaboration.

The focus today is on corporate culture, on a learning organization and on the challenge of the future.

I wish you a lot of inspiration and success in making your company and yourself fit for the future. I hope you enjoy reading this newsletter and find many interesting insights.

### Executive Coaching

There are also insights from Executive Coaching.

Over the years, I have had the opportunity to work on many executive development and culture change projects.

In doing so, I have found - despite the good intentions of those who see the need for change and want to initiate such processes - Most people have difficulty accepting change unless there is a clear "commitment" from the leaders at the top of the organization.

What constitutes this commitment? What makes sense and motivates

People in organizations?

The power for optimal cooperation

and the sense

and motivation comes from the focus on the goals  
(and whether those are judged to be acceptable).

For what needs will people "do something". People are always about security (belonging and role), esteem, orientation - transparency, autonomous design possibilities and fairness.

The importance of a change is crucial, not the change itself.

Good leadership is based on good relationships. It helps to show trust and interest in your interlocutor, which together form the basis for a solid, meaningful relationship.

What else is behind this "engagement". The traditionally often asked question "How is the system organized" (organizational charts, processes, etc.) is replaced in coaching by questions like:

"How would the system be organized for the goal of functioning as an optimal Learning Organization?"

What is a "learning organization" and what is involved?

By a learning organization, we mean a system that is constantly in motion. Whatever happens is seen as a

stimulus and used for development processes. This in turn changes the knowledge base and all scope for action.

Related to the topic, this raises very practical questions (Schmidt, G. (2021)):

Which organizational processes in a system can be built up so specifically that associated with them a maximum degree of attention-focusing on and motivation for target-serving learning processes is stimulated?

And which organizational processes act as an optimal environment for the many unconsciously stored helpful competence patterns of the participants in the system to be effectively activated and made usable? (Who does what, with whom, for what)?

To make this possible, an "open" organization is needed, which is characterized by the individuality of the people. Open to innovative problem solving. This learning can be supported in leadership by the following:

A clear vision that serves as a guardrail for everyone.

Shared processes that facilitate the achievement of goals Focus on the customer and their needs and goals

The ability to cooperate and resolve conflicts

Mutual trust

A high level of team spirit

Process thinking and self-regulation in groups

A leadership style that gives the individual sufficient room to develop development

Pushing new ideas forward

Taking away the fear of making mistakes

Open and transparent communication

The leader as an important factor contributing to culture building  
Only those who abuse power are powerful (Peter Bichsel)

Prerequisites for "learning organizations"

1. learning must first be learned. This is of course also true for learning organizations. Learning means to come to terms with change in general first.
2. mutual connectedness. This is only possible through genuine relationships. These come from a long shared history, and the focus must be on developing them.
3. encourage cooperation, promote qualified exchange, maintain satisfaction. What is important is the emergence of relationship building that supports and advances communication.

"Bringing to life".

What has been done so far? Has it moved us forward? What may have been a hindrance? These and other questions occupy leaders of a learning organization.

There is constant reflection, questioning of previous behaviors and trying out how to optimize. And this happens at the individual, team, and organizational levels.

Leadership needs mindset, not tools. It is primarily about attitude when it comes to sustainability and effectiveness.

As a leader in a learning organization, you consciously question yourself and your own behavior as well as the results of your actions on a meta-level.

Accordingly, alternatives are designed with associated consequences. For any kind of alternatives, the responsibility is

consciously assumed responsibility for any kind of alternative. This also applies to the transfer of full responsibility - this is more than delegating.

By the way, it is interesting: I am (still) frequently contacted with the request:

"We want to become agile!"

No one approaches me and formulates the goal of wanting to become a learning organization. My question at that moment is: "What for?"

What are your main problems that you want to solve with the concept of agile? And why do you think agile is the solution to them?"

I notice that companies often come up with these types of requests because of the hype around agile, but strictly speaking, it's not about agile. But this is exactly how interesting discussions and new processes emerge.

For you, is "agility" or a successful learning organization the puzzle solution to the challenges of the future?

How is it in your company? Do the managers there also receive praise and recognition?

If so, how do you ensure a feedback culture that applies to everyone (including managers)? And if you are the boss and very rarely get recognition from the team: What does that do to you? Meaning?

I look forward to comments. Thanks!

Good luck and fulfillment

Yours Cristian Hofmann HOFMANN.coach

(Schmidt, G. (2021)). Love affairs between problem and solution: hypnosystemic working in difficult contexts (9th ed.). Carl- Auer Verlag.