

# CONNECTEDNESS

*Katrin Winkler & Nicola Bramwell*

## LEADERSHIP FOR A CHANGING WORLD

## Connectedness: Leadership for a Changing World



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A background graphic featuring silhouettes of diverse business people (men and women) in various poses (shaking hands, standing, walking). They are set against a light blue gradient background with faint white lines suggesting a network or digital environment.

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# Foreword

## by Peer M. Schatz



Figure 1: Peer M. Schatz

When asked what I consider the most critical element of business success, my one piece of advice to any leader is to build a team of people who have trust in each other and who genuinely understand and believe in your mission.

I have seen so many organizations with fantastic strategies and great products fail to deliver on their potential simply due to lack of trust, conviction and focus on what's not possible versus what is possible. However, whenever an organization prioritizes the reason why they exist and makes it very clear how every member of the team can achieve professional and personal fulfilment by pursuing this mission, the success rate goes up tremendously.

An environment where everyone knows how they can make a difference and where people share the desire to do so will be an open environment in which information and ideas move quickly and where strategic and organizational agility will create a competitive advantage and stimulate trust, initiative and ensure a shared ownership of the organization's mission. These are typically also environments where senior management leads by example, is visible yet also humble and also recognizes contributions.

Of course, success also requires a great deal of hard work, ideas, processes and good fortune, yet when these above factors come together, we can often see significant increases in success which is then also achieved in an inclusive and inspiring way. Such success is also often more sustainable as it reinforces a culture which can create a source of long-lasting energy. For most of my professional career, I had the great

privilege to be part of organizations that have embraced the principles of transformational leadership and I have seen for myself the impact such leaders can have.

As a leader, I have always seen it as the most gratifying experience to be able to work alongside truly engaged and engaging people, who share a passion for a shared mission and thereby unleash a tremendous, positive energy – and not only deliver business results but thereby experience and share personal fulfilment which is often evidenced by a working atmosphere in which, even when great challenges are being faced, one can experience joy, laughter and a great can-do spirit. That is where true magic happens.

### Peer M. Schatz

Peer M. Schatz is long-time Chief Executive Officer of QIAGEN N.V., a leading provider of molecular sample and assay technologies. Between 1993 to 2019, he led QIAGEN's rapid expansion from a start up with \$2 million in sales into a global leader with over \$1.6 billion in revenues. Mr. Schatz also served as a founding member of the German Corporate Governance Commission and served as a director or advisory board member of several publicly listed companies as well as of the Frankfurt Stock Exchange. Mr Schatz graduated from the University of St. Gallen, Switzerland with a Master's Degree in Finance and from the University of Chicago Graduate School of Business as a Master of Business Administration.

## Authors



**Figure 2:** Dr Katrin Winkler

Professor Dr Katrin Winkler is a Human Resources and Leadership professor at the University of Applied Sciences (UAS) Kempten, Germany. As both academic professor and having many years' experience leading international teams and consulting for leaders around the world, she shares her insights on effective leadership and how to motivate and inspire people.



**Figure 3:** Nicola Bramwell

Nicola Bramwell has an MBA and business background in strategic marketing, general management, human resource management, organizational design and leadership. She has held senior positions in blue chip companies in complex industries and shares much expertise in innovative leadership, leading change, and developing effective communication skills and personal impact.

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# Introduction

## Achieving Balance

### Our Passion for Leadership

Leadership is about stepping forward, inspiring and motivating others to get involved and creating an environment in which all can succeed. So, what's new? In the 21<sup>st</sup> century, challenges are global such as climate change, pandemics, economic pressure, education, integration and keeping pace with technology (1). These are rapid changes. For business, such changes, driving a new knowledge era, rather than the industrial focus of the 20<sup>th</sup> century, means business organizations also need a rethink. They need less bureaucracy, more innovation, more flexibility. This also impacts business leaders and a refocus on leadership that can unleash the energy and talent to make all this all happen (2). One other significant trend in this century, as described succinctly by the Dalai Lama, is fostering a oneness, through dialogue and respect (3). This theme of oneness or connectedness is what this book reflects most. It is allowing businesses to make improvements in life, whilst using purpose, the connectedness to something bigger than ourselves, to achieve extraordinary things. For leaders, be they senior managers, project managers or those simply influencing as role models, this means being true to one's self and connecting with others.

For successful leadership today we believe the work still has to be done, tasks completed, goals achieved, and financial results secured. What we also believe and have evidence to show, is that greater success, even happiness, can be found by shifting focus, by going beyond task orientation to people orientation. In other words, beyond traditional management and control, to true leadership. It requires a mind shift though, and a deep personal shift from ego and ambition to purpose and connectedness (4). Sounds unreal? We don't believe so and here we will show you why and how!

This book is designed as an inspiring “management book” which covers the key concepts managers and leaders need to know: from what businesses need to manage, to the importance of people management, through to how to lead people. It does however consider how to do these things *and* fulfil the human need for personal growth,

finding our calling and gaining a sense of belonging. The book therefore references much from management and leadership experts, as well as challenging many Western norms and considering topics related to virtues and values. It is designed to make you think, possibly question established habits and inspire individuals to take a moment and redefine how they truly make a difference every single day.

## New Business Approach

“Today’s corporate environments are leaner. Priority is value-creation from every contributor and in every interaction. The traditional, hierarchical notion of leadership no longer serves the needs of the organization” (5). What has also been shown, is that regardless of desire to change, organizations have only kept up the pressure and the impact on employees has worsened. The Gallup Institute has been conducting studies on employee engagement since 2001. Their constant key finding is that despite the fact that employees in general have a positive relationship towards work and most rate their surrounding conditions positively, including work-life balance or compensation, strong employee engagement can only be found within 15% of an organization (6). 70% of employees are basically just doing what they are told to do and show no extra effort. And 15% are entirely disengaged and so utterly frustrated that they actually start to sabotage the organization!

Yet people really want to contribute and are motivated when starting a job, and it is the leadership behaviours that often lead to disengagement (7) or in the worst-case situation, to people starting to turn against the company.

This leads us to again highlight that there has to be a better way! We spend so much of our lives at work so how can we make this more fulfilling and the type of place where people want to give the best of themselves every day? It has been shown that “employees don’t just want to work for a company, they want to belong to an organization” (8). So, how can we engage people’s minds and nourish their souls? It is simply about doing the right things for the organization *and* doing them in the right way for people.

The new way is all about balance:

- Effective management focus and leadership trust
- Balancing tasks and people orientation
- Handling complexity through flexibility
- Going beyond controlling people to including people
- And it’s greater than outdated or imagined orders; it is about emotional connectedness and purpose.

This book concentrates on the opportunities for leading in a new way. Imagine the outcomes when teams are: connected by a shared purpose and led by courage, kindness and curiosity; highly engaged with organizational vision and values; motivated to contribute and achieve organizational success. By understanding that the new world requires a new way of leading can open the door for the creation of **transformational environments**: a shift to purpose and values underpinned by strong management and leadership. What we want to share is how leaders can go about doing this.

## The Transformational Environment

A transformational environment can be created when applying connectedness in the digital age: connecting with self, others and the business, to achieve fulfilment as individuals, teams and organizations.

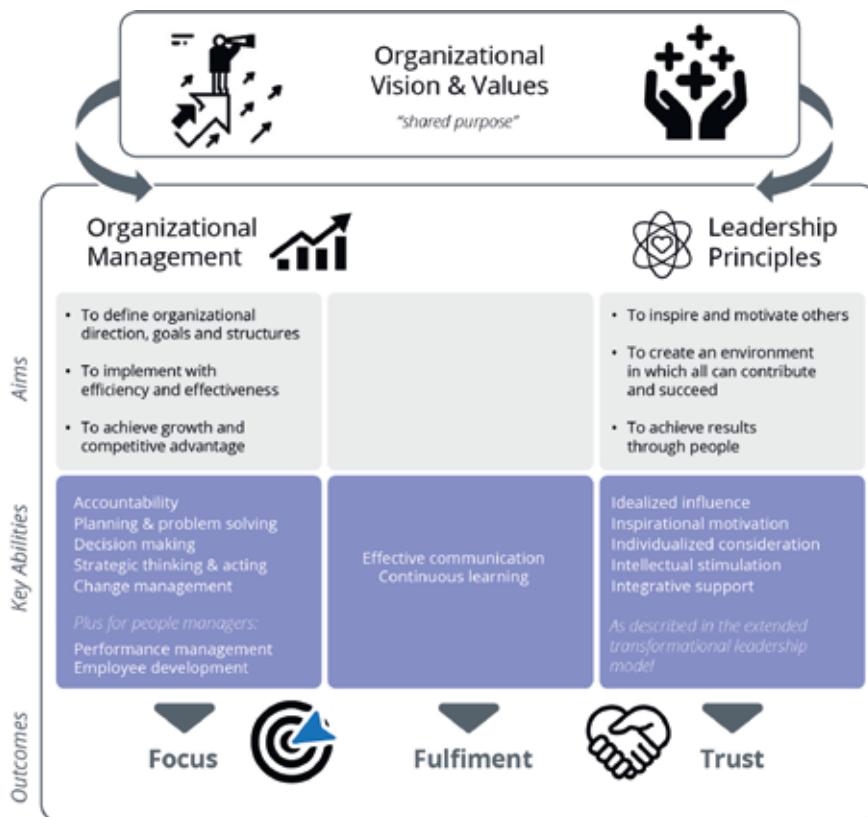
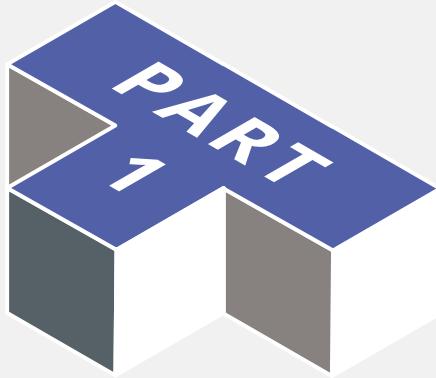


Figure 4: The Transformational Environment





# Why Leadership and Connectedness Count Today

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Welcome to Part One, our introduction to leadership today. From understanding the management and leadership tasks that need to take place, to understanding what is changing around us, we explore the complexities and challenges for successful leadership, which we believe lie not in isolationism, but in leveraging all connections around us.



## Chapter 1

# Global Companies Need Management and Leadership



### Key Knowledge...

- Management is a process of directing a team to achieve planned objectives
- Leadership is achieving results through people
- Leaders are measured by actions, not position



### Key Actions...

- Managing includes planning, strategy and setting objectives; organizing time, work and decision making; controlling, correcting errors and appraising performance; and achieving tasks
- People management includes setting individual goals, team building and developing
- Leading includes translating vision into meaning for individuals, inspiring all individuals to gain commitment and creating the environment for business and individual success



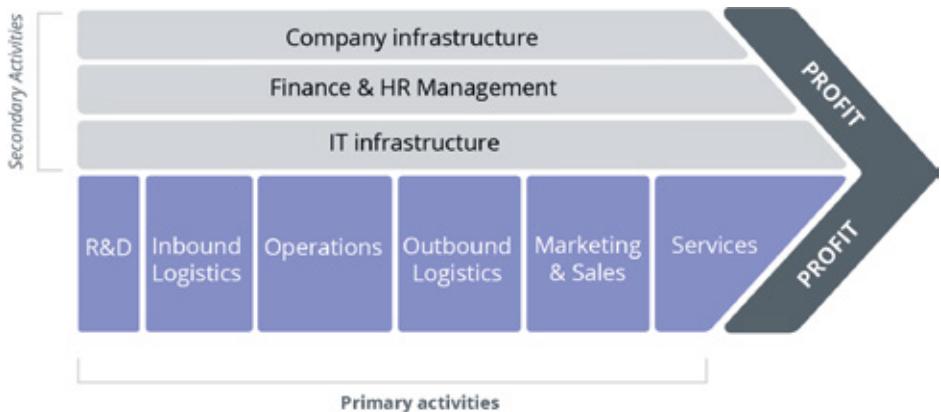
### Impacts...

- Alignment and accountability to business objectives, resulting in high performing organizations, teams and individuals
- Greater agility and openness to change
- Long term competitive advantage and growth

Let's start with the basics; what is management? Simply put, management is a process of directing a team to achieve planned objectives, but before we explore how to do this, let's start by considering what a business is and how a business works.

A business produces and sells goods (or provides a service) to customers. Michael Porter described the activities of a company as the value chain, which highlights the steps undertaken to create value in the eyes of a customer (9). Primary activities include raw material sourcing, production, plus sales and distribution of the final product. Supporting activities include functions related to providing infrastructure, finance and human resources.

## The Value Chain



**Figure 5:** Representation of The Value Chain (9)

A business must also make profit, the excess the customer is willing to pay over the costs incurred to make and sell the products (or service offering in service industries). How a business is setup and run to achieve this relates to how it is managed. To create value, the senior management team of a business therefore has to understand the customers and make decisions on how to formulate the business to deliver results. Management gurus such as Drucker (10) and Malik (11) agree that it's about doing the right things and doing them in an aligned way.



**Figure 6:** Management Decisions

To achieve results, a business has to make a clear decision on Strategy, Structure and Culture to be able to provide orientation for the organization and drive results:

**Strategy.** Strategy is all about products, long term planning and how to be better and faster than the competition. The strategy of the organization defines what to focus on and thus provides orientation for the employees.

**Structure.** Structure defines how activities such as task allocation, coordination and supervision are directed towards the achievement of the business strategy, through teams, divisions or functional areas. It defines the set up of the organization and how the resources are allocated to deliver on the strategy.

**Culture.** Culture can be described as the corporate glue which creates an environment of identity and belonging for the employees. A corporate culture consists of the underlying norms and values and can be seen in the actions and behaviours of the people. Parts of corporate culture are visible, such as artefacts defined in corporate branding, yet a lot of it is not visible and consists of shared values which are not always expressed succinctly yet have a major impact on driving the behaviour of employees (12).

These three elements are translated to employees to drive their daily tasks and actions, which bring about the business results. Many companies align, implement and communicate their business approach in a highly structured way, such as a strategy pyramid.

## A Strategy Pyramid



Figure 7: Strategy Pyramid

A strategy pyramid is a structured framework which provides orientation and the corridor for decisions in an organization. This framework can include creating and communicating:

- **A vision** – long term aims and direction
- **Mission** – the purpose of the organization
- **Values** – what the organization believes in and the principles employees are expected to uphold
- **Goals** – SMART objectives for the next 1-3 years
- **Strategies** – the plans showing how to achieve goals
- **Competencies** – success behaviours for which all employees will be assessed and developed.

Such a structured approach feeds directly into key initiatives, projects and daily tasks.

## Management is a Process of Doing the Right Things

As Malik defined management (14), it is “the profession of effectiveness, with no space for failures”.

It is:

- Focused on effectiveness
- Controlling tasks and people
- Setting and achieving goals
- Producing order and consistency
- Task oriented

As management is a process, a manager must therefore decide the series of actions or steps to take in order to achieve a particular end. A manager’s role can then be described as knowing the company story, focusing on company strategy and goals, translating and directing this to a team to achieve planned objectives. For management to achieve order and consistency, as well as effectiveness, it is concerned with the operational, everyday tasks, including planning and budgeting, organizing and staffing, controlling and problem solving (13). Management does, by eliminating chaos and defining processes, establish the foundations for a successful business. If management encompasses a series of steps to achieve business results efficiently and effectively, the question is, how does leadership differ?

## Leadership is Going Beyond Management Tasks to Achieve Results Through People

In today's business world of disruption, change, new expectations, and easy to copy product and processes, it is leadership that is required more than ever. Leadership can be considered to give the edge. How? Well, imagine if everyone in an organization is completely bought in and working at their utmost best. With such a committed and engaged workforce, the power of human capital can be leveraged to deal with the challenges of today and bring about business success.

So, where management is a process of doing the right things, leadership is about inspiring others to be engaged and committed to work and personal success. It is...

- Creating an environment in which others can succeed
- Focused on the development of vision and strategy, with scope for failure
- People oriented, seeking commitment and building collaborations
- Aiding organizations and people to deal with complexity and change
- Supporting agility, growth and sustainable competitive advantage

*'Just turning up is no longer an option'*

SAHAR HASHEMI, FOUNDER OF COFFEE REPUBLIC (15)

Leadership is therefore about environment, purpose and meaning. It is concerned with direction, aligning people, motivating and inspiring (13). The result of this is to achieve change and movement. This is because leading is related to actions that influence the future of an organization and its people. And it really does matter as leaders create the environment for their team, good or bad.

There is much survey data to show why people quit their jobs. In a Gallup survey from 2008, 17% stated reasons directly related to management and for other tops answers such as "career advancement" and "lack of fit to the job", the leader also has influence (16). In a more recent 2016 Gallup survey, 18% stated that during the last 12 months, they thought about quitting their jobs, because of their boss (17). This is why the conclusion still holds, that "at least 75% of the reasons for voluntary turnover can be influenced by managers" (16) And highlights that leaders can act to retain staff and go further to create a motivating and effective work environment.

Yet a business needs planning, organization and control! For a business to be successful, tasks have to be completed in the right way and in time; such as developing,