

Module 6 “Leadership in Changing Environments”

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| Supervisor | Tobias Möller-Hahlbrock |
| Inputs | Prof. Dr. William Blake |
| Learning path | Workload: 6 ECTS / 180 hours Attendance: 50 hours (7 dates) in 130 weeks |
| Recommended semester | 3rd semester |
| Exam / grading | Presentation; ungraded |

Contents

- 3 pillars of organizational development structure/strategy/culture to develop the vision/ meaning of the organization
- Leadership 1.0–4.0: Understanding the different leadership requirements in the context of changing social, economic and technical framework conditions
- Appreciation and communication: Understanding the effect of appreciation in communication on the efficiency and effectiveness of (collaborative) work
- Systemic Leadership: Understanding the importance of goals and framework conditions as well as methods and structures in shaping effective leadership
- Understanding the psychological perception process: Understanding the psychological perception and cognition process, including emotionality and its significance for managers
- Meaning and use of language as a management tool
- Innovation culture development as a management task and challenge
- Quality as a method of aligning all employees to customer orientation
- The image of man and its consequences for leadership methodology (organic vs. mechanical)
- Leadership methods to accompany self-regulating systems (Open Space, Future Conference, Bar Camp, etc.)

Learning objectives

After successful completion of the module, students gain:

- The ability to define and clarify the role of a leader in different situations, specifically in constantly changing environments
- An understanding of the design of success factors for the development of innovative and sustainable organizations (strategy, structure, culture, vision, people)
- Skills to support employees, teams and network partners through coaching and facilitation skills
- Further development of personal perception and cognitive abilities
- Comprehensive knowledge and skills of methods for strengthening self-organized work in groups and teams
- Comprehensive knowledge and skills in dealing with decision-making processes in unpredictable and difficult to control situations
- In-depth psychological knowledge for understanding and mastering leadership requirements
- Understanding the psychological factors of intercultural and international cooperation
- Understanding the success factors in leading virtual teams
- Dealing with and understanding psychological resistance and conflicts in leadership processes
- Possibilities and limits of the influence of leadership on the development of a learning and innovation culture by understanding the emergence of organizational cultures, especially “error cultures”