

## Table of Contents

1	Why not another book on leadership? .....	4
1.1	If it was me.....	
1.2	The leadership constructs .....	
1.3	What this book is and what isn't. ....	
2	Leadership through the ages .....	10
2.1	Leadership in the animal world.....	
2.2	Hunter-gatherers/forager tribes .....	
2.3	From city states to kingdoms and empires .....	
2.4	Historical leaders.....	
2.4.1	Alexander the Great .....	
2.4.2	Justinian I.....	
2.4.3	Genghis Khan.....	
2.4.4	Christopher Columbus .....	
2.4.5	Catherine I.....	
2.4.6	Napoleon Bonaparte.....	
2.4.7	Abraham Lincoln .....	
2.4.8	Gandhi.....	
2.4.9	Adolph Hitler .....	
2.4.10	Walt Disney .....	
2.4.11	Leonard Bernstein.....	
2.4.12	Nelson Mandela .....	
2.5	Characteristics of historical leaders.....	
3	Leadership in the 21 <sup>st</sup> century.....	11
3.1	The early 21 <sup>st</sup> century environment.....	
3.2	The workplace of the 21 <sup>st</sup> century .....	
3.3	Leaders of the new millennium.....	
3.3.1	Alex Ferguson.....	
3.3.2	Elon Musk.....	
3.3.3	Vladimir Putin.....	
3.3.4	Pope Francis.....	
3.3.5	Carlos Ghosn.....	

3.3.6	James Cameron .....	
3.3.7	Indra Nooyi .....	
3.3.8	Mark Zuckerberg .....	
3.3.9	David Petraeus .....	
3.3.10	Angela Merkel .....	
3.4	Characteristics of leaders of the 21 <sup>st</sup> century .....	
4	Theoretical Perspectives .....	12
4.1	Constituents of leadership .....	
4.2	Leadership and management .....	
4.3	Early approaches to describing leadership .....	
4.3.1	The Sage Kings .....	
4.3.2	The Philosopher King .....	
4.3.3	Rule of St. Benedict .....	
4.3.4	The Prince .....	
4.4	Modern approaches .....	
4.4.1	Trait theory .....	
4.4.2	The skills approach .....	
4.4.3	Style approach .....	
4.4.4	Situational approach .....	
4.4.5	Fiedler's contingency theory .....	
4.4.6	Path-goal theory .....	
4.4.7	Transactional leadership .....	
4.4.8	Transformational leadership .....	
4.4.9	Servant leadership .....	
4.4.10	Leadership theories continued .....	
4.5	Comparing and combining theoretical perspectives .....	
5	A leadership framework .....	18
5.1	Case study .....	
5.2	Individuals .....	
5.3	From groups to organizations .....	
5.4	Organizational structure .....	
5.5	Organizational culture .....	

5.6	The leader .....	
5.7	The leadership process .....	
6	Application of leadership.....	42
6.1	Leading organizations .....	
6.2	The action playing-field .....	
6.3	The life-cycle of a goal.....	
6.3.1	Planning .....	
6.3.2	Executing .....	
6.3.3	Monitoring and controlling .....	
6.4	Leading teams .....	
6.4.1	Influence revisited: the good, the bad, and the ugly .....	
6.4.2	Tools of the trade .....	
6.4.3	Virtual teams .....	
6.5	Measuring leadership .....	
7	Future dimentions .....	53
7.1	Disruption and crisis.....	
7.2	Culture and diversity .....	
7.3	Entrepreneurial leadership.....	
7.4	Leadership life-hacks?.....	

## 1 Why not another book on leadership?

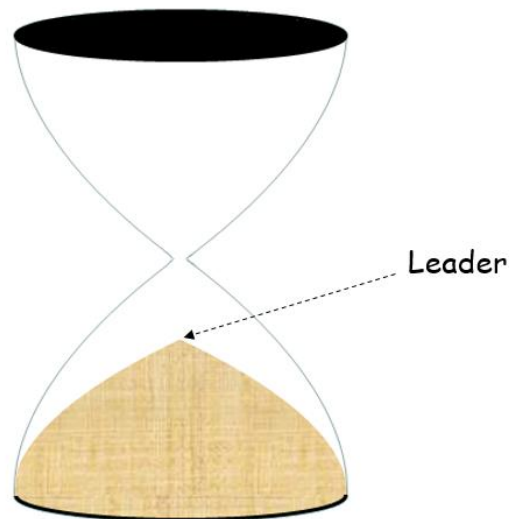


Figure 1.1 The leadership baseline



Figure 1.2 Environmental pressure

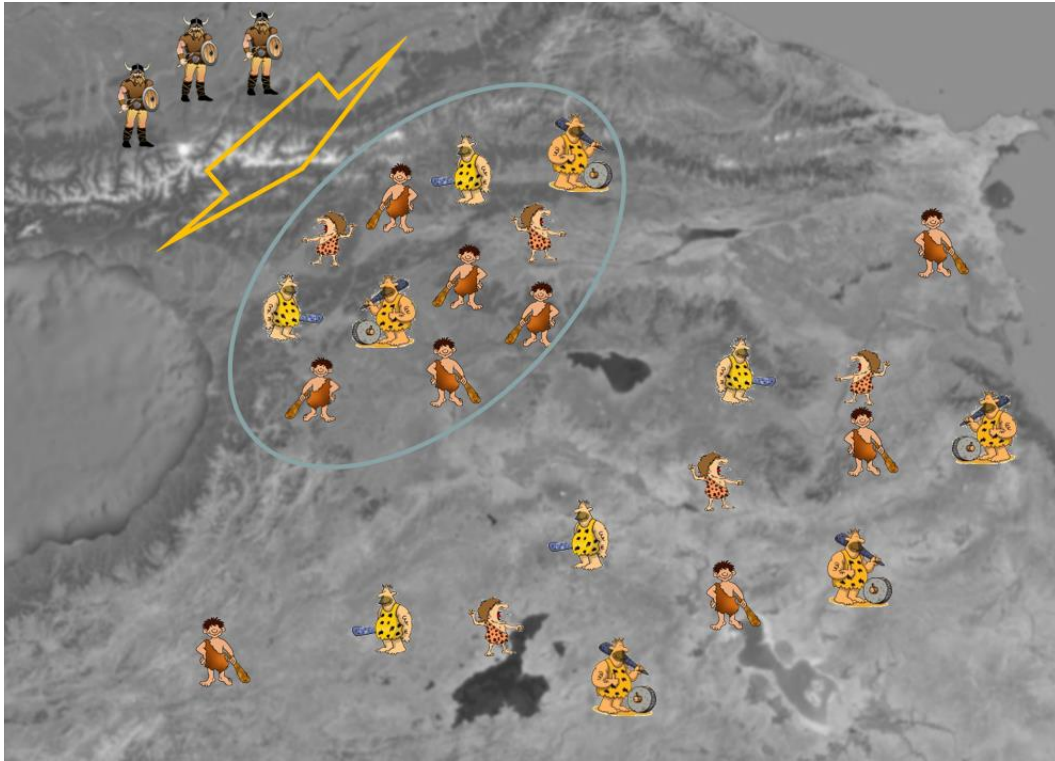


Figure 1.3 Self-organization into a group



Figure 1.4 Leadership emerges to coordinate the group



Figure 1.5 Who came first?

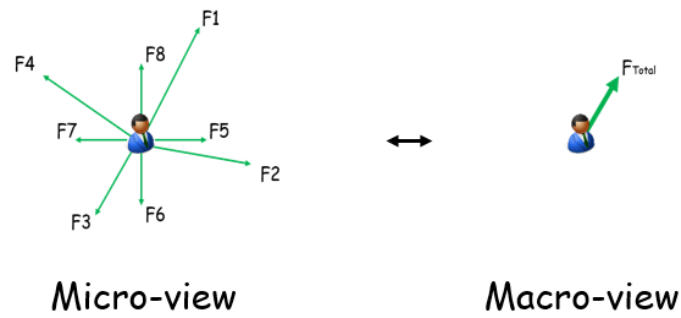


Figure 1.6 The perspective of the individual

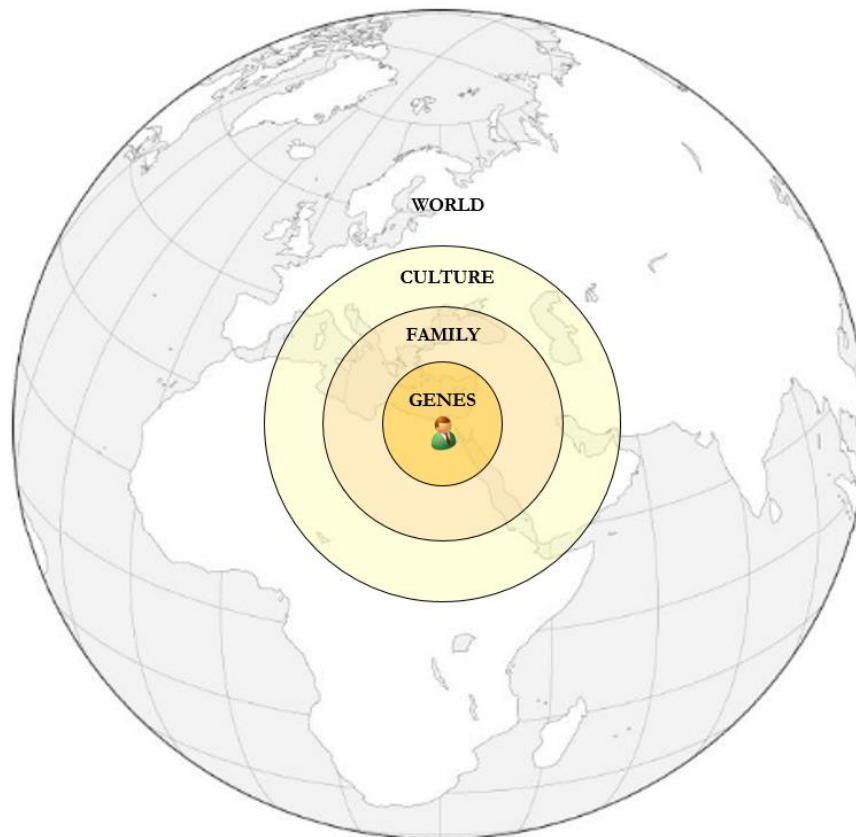


Figure 1.7 Influence types on individuals

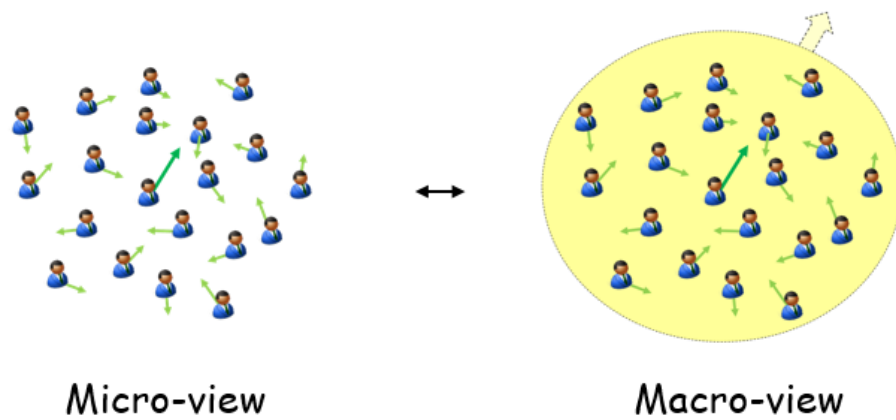


Figure 1.8 The group perspective



Figure 1.9 Circles of influence of individuals



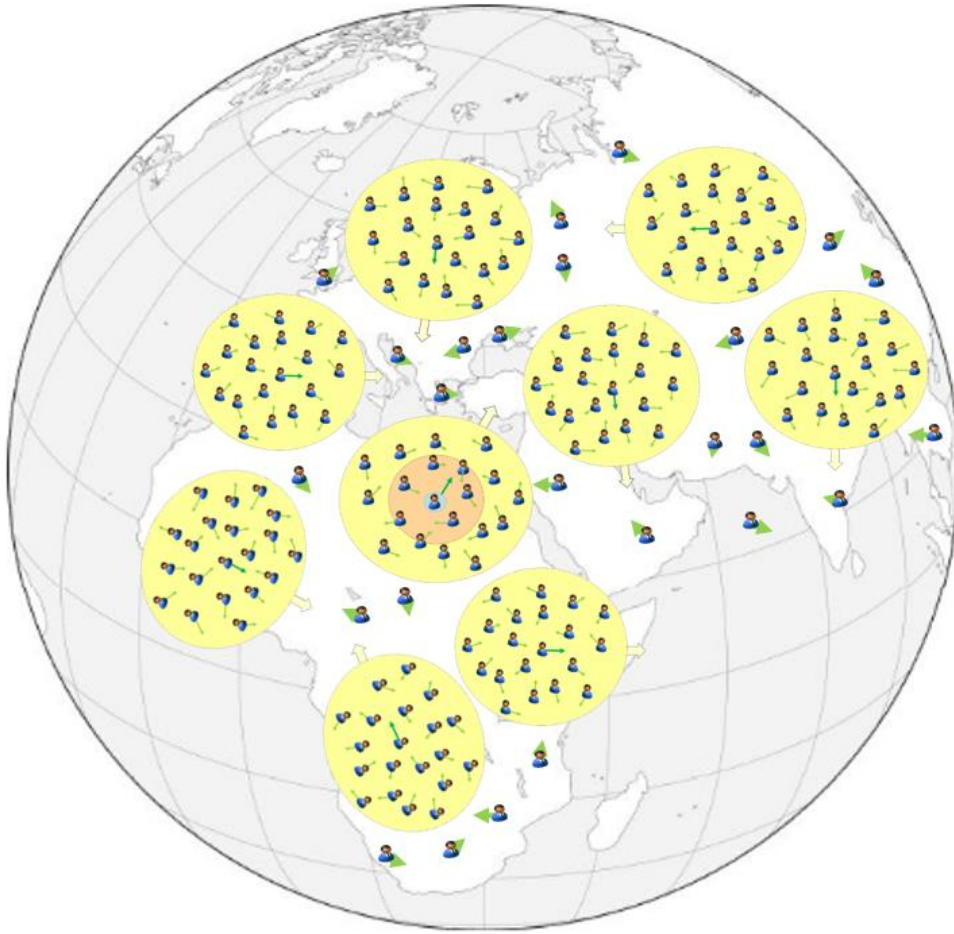


Figure 1.10 World-view of organizations

## 2 Leadership through the ages

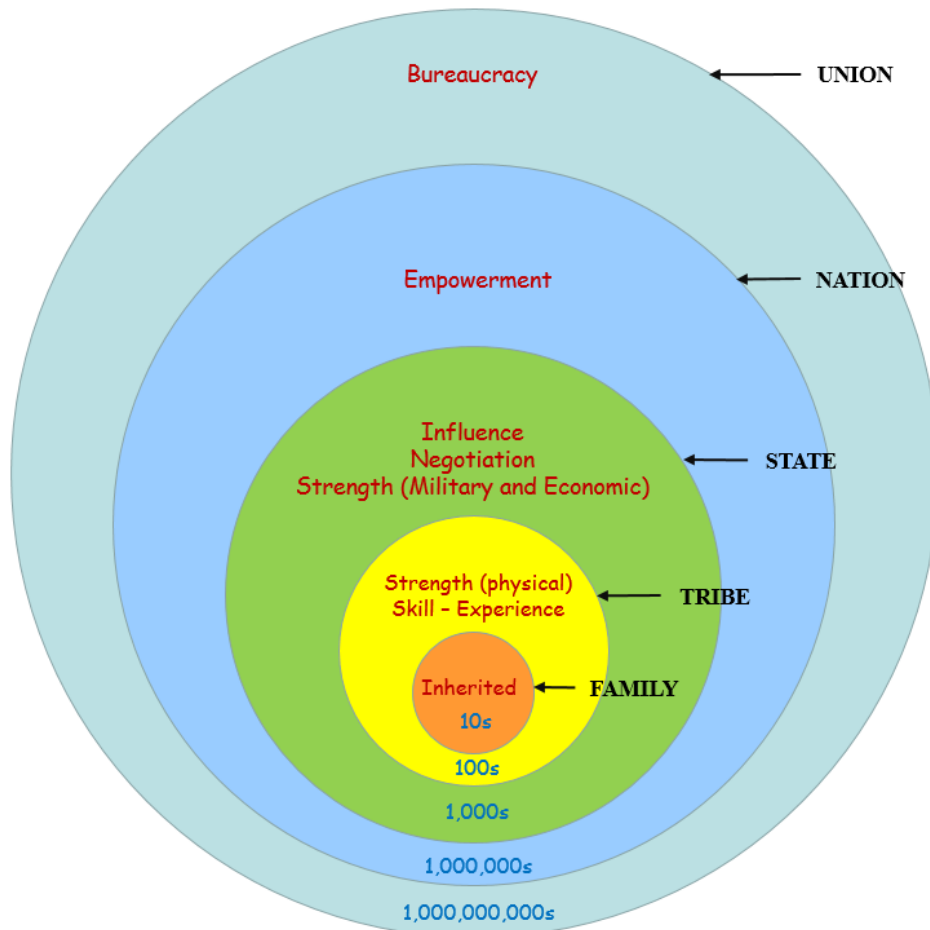


Figure 2.1 The “growth” of leadership

### 3 Leadership in the 21<sup>st</sup> century

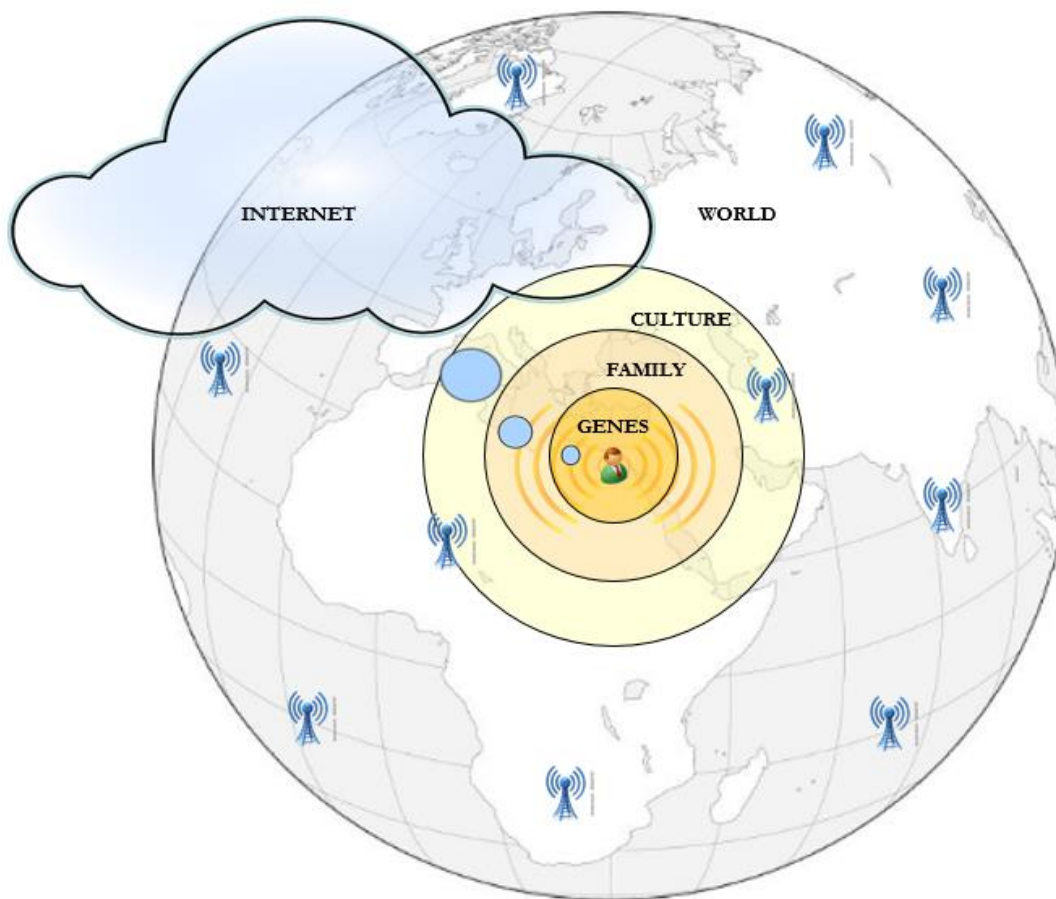


Figure 3.1 The 21<sup>st</sup> century world

## 4 Theoretical Perspectives

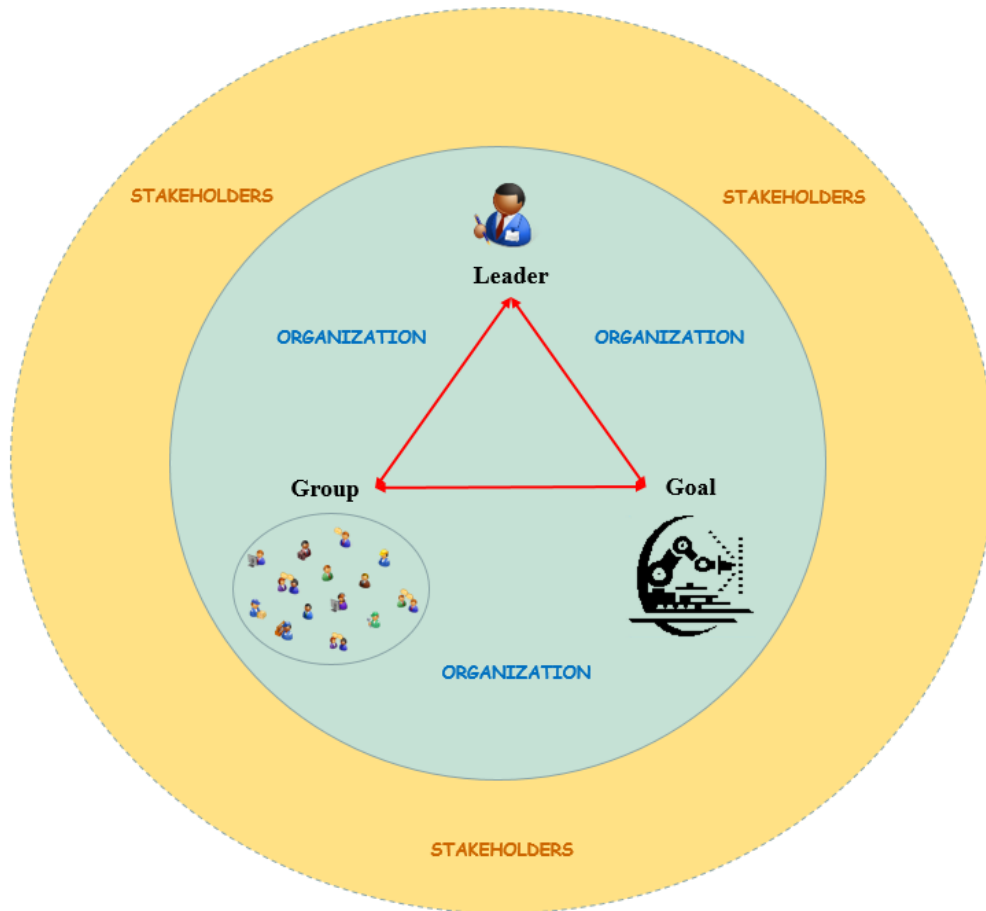


Figure 4.1 Constituents and factors of leadership

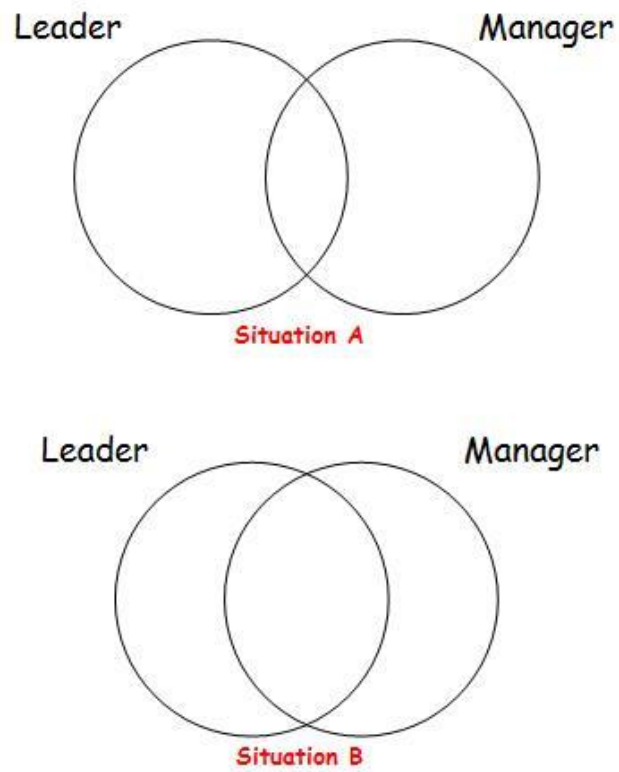


Figure 4.2 Overlap of the roles of leader and manager

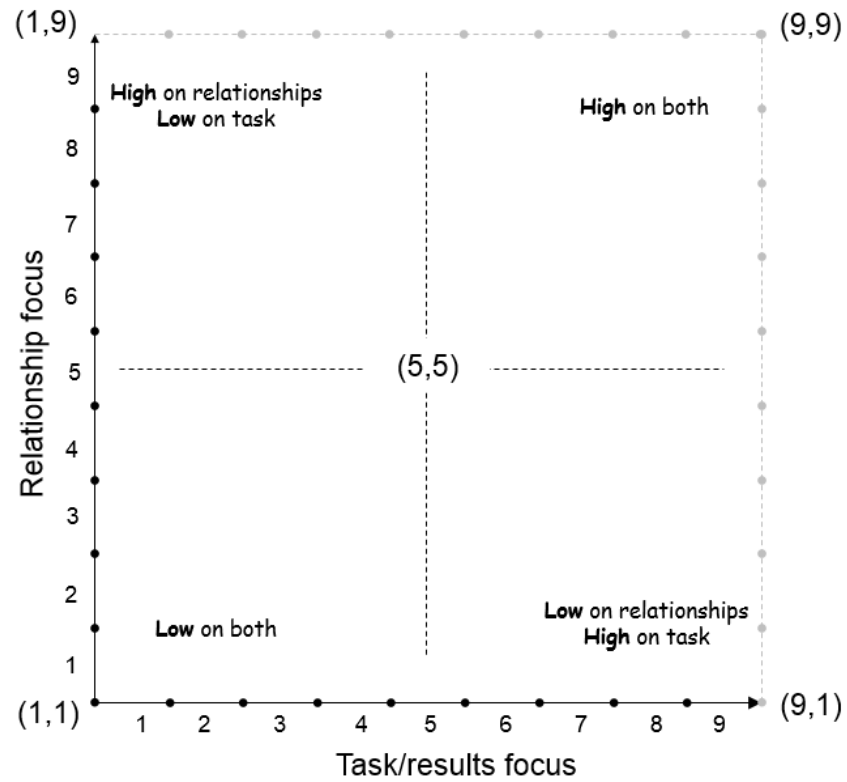


Figure 4.3 Leadership emphasis

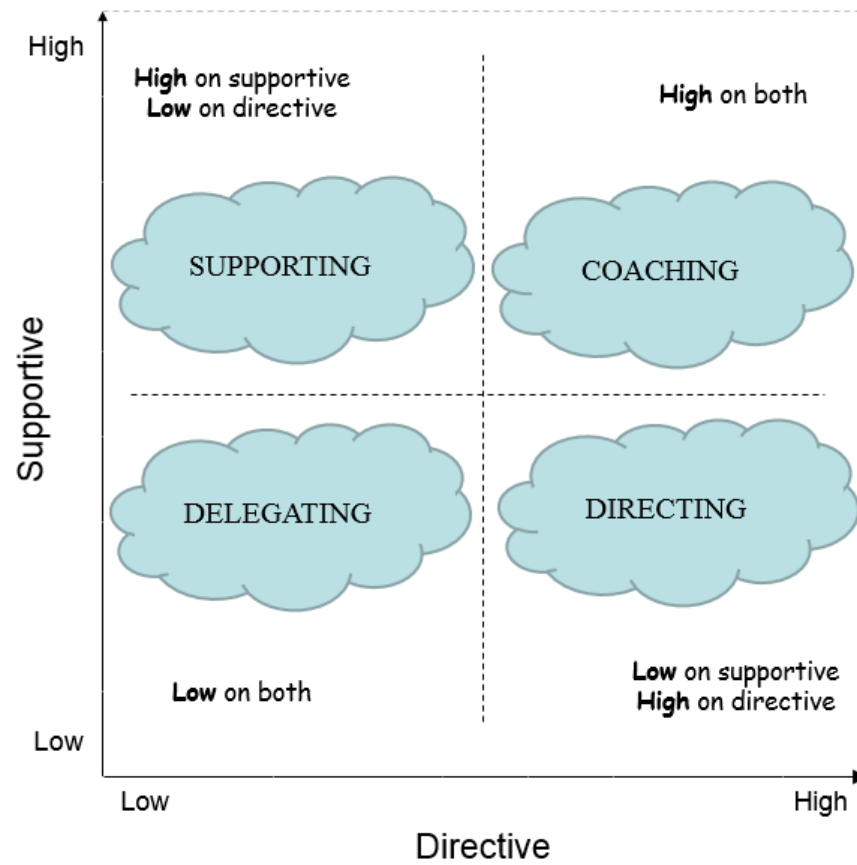


Figure 4.4 Supportive and directive leadership dimensions

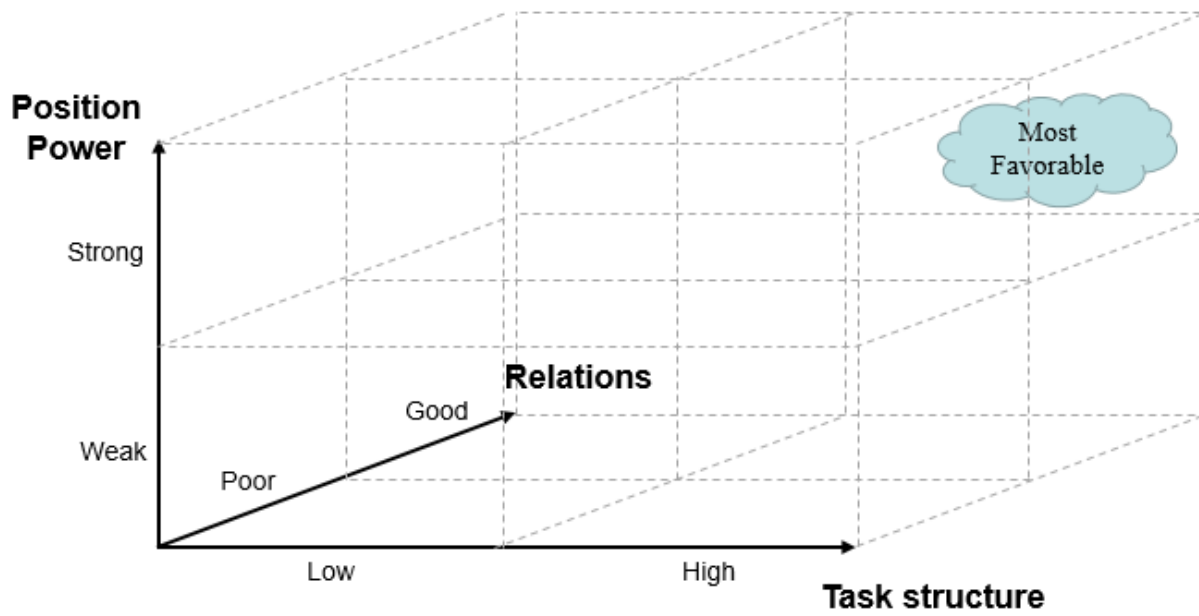


Figure 4.5 Contingency theory dimensions

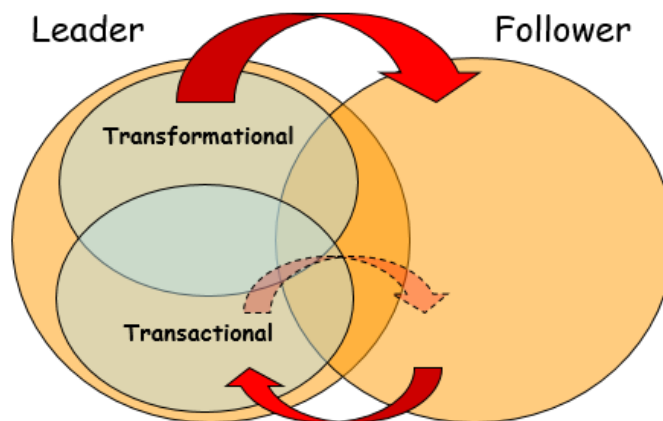


Figure 4.6 Combining transactional and transformational styles



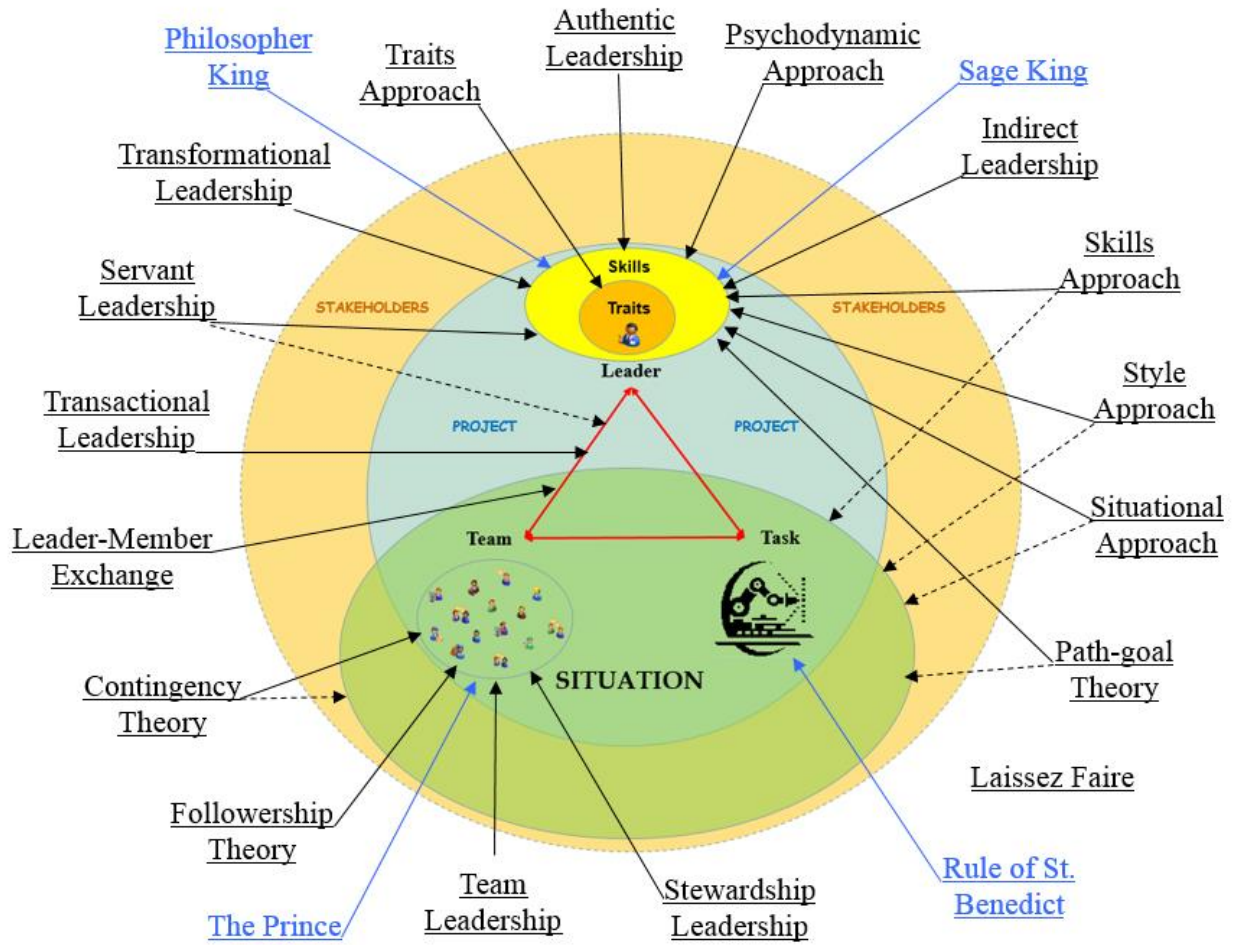


Figure 4.7 Comparative depiction of leadership theories

## 5 A leadership framework



Figure 5.1 Alexander Mosaic from the House of the Faun, Pompeii

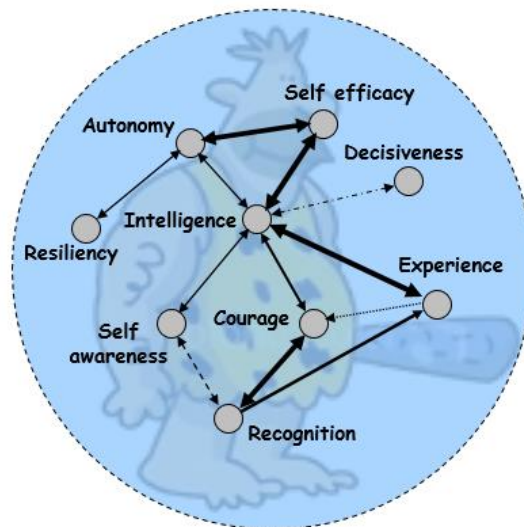


Figure 5.2 Internal capital as a network of traits

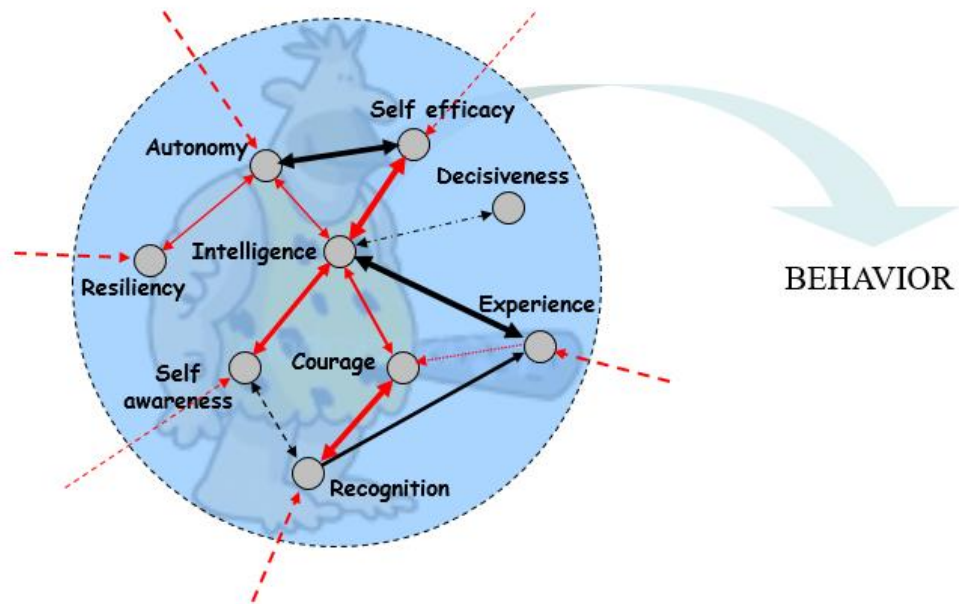


Figure 5.3 From stimuli to behavior

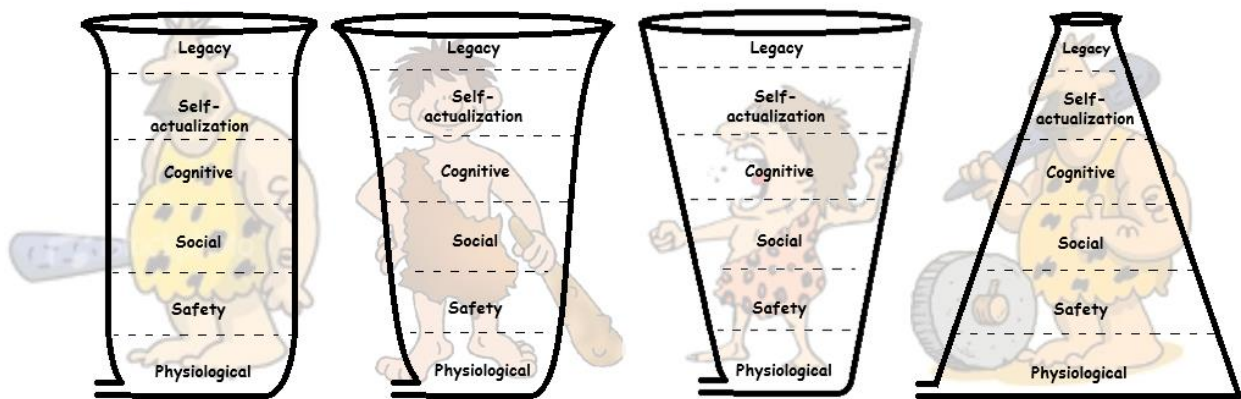


Figure 5.4 Hierarchy of needs for different individuals

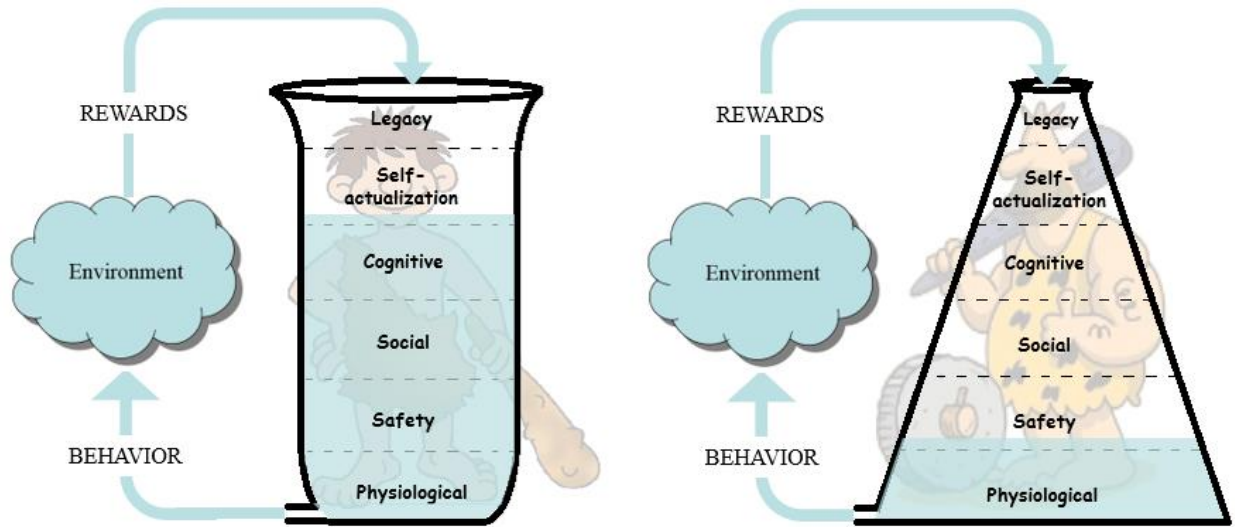


Figure 5.5 Hierarchy of needs for different individuals

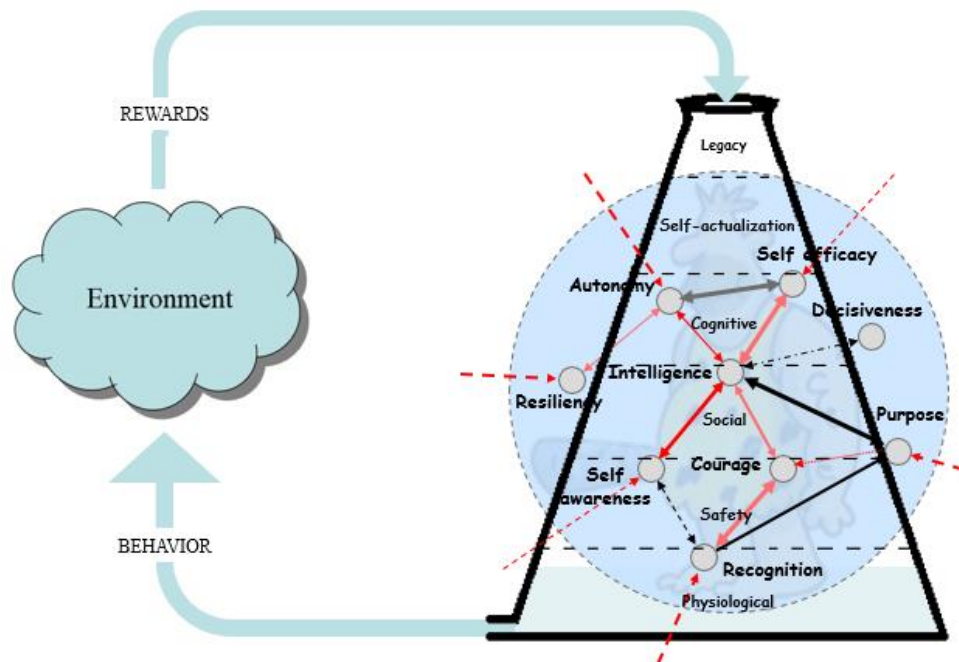


Figure 5.6 The individual as theoretical construct



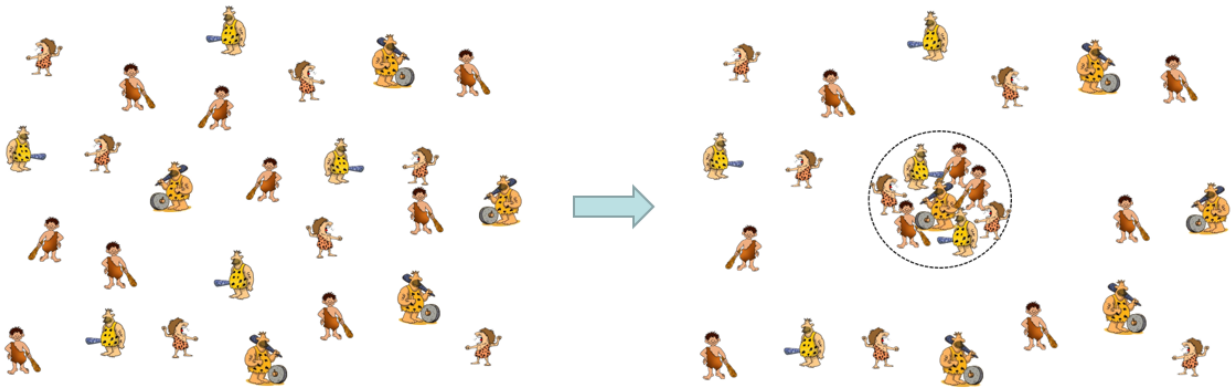


Figure 5.7 Group Formation

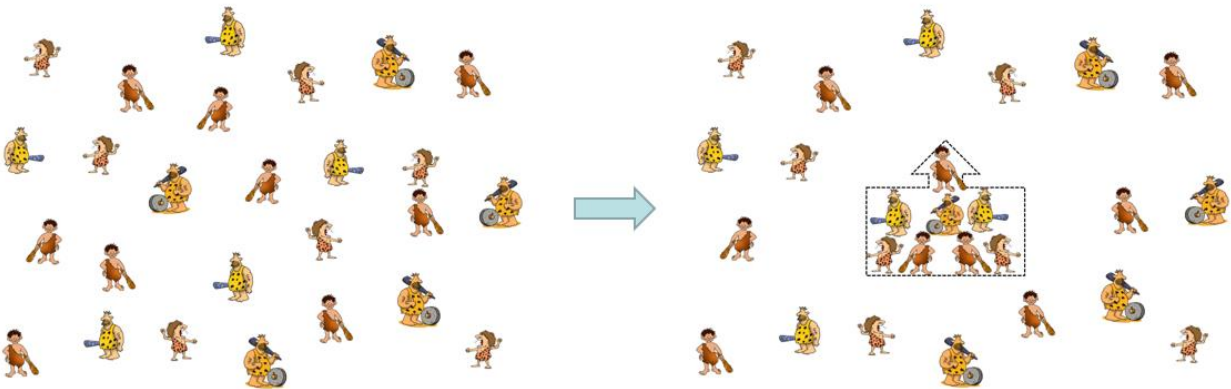


Figure 5.8 Team Formation

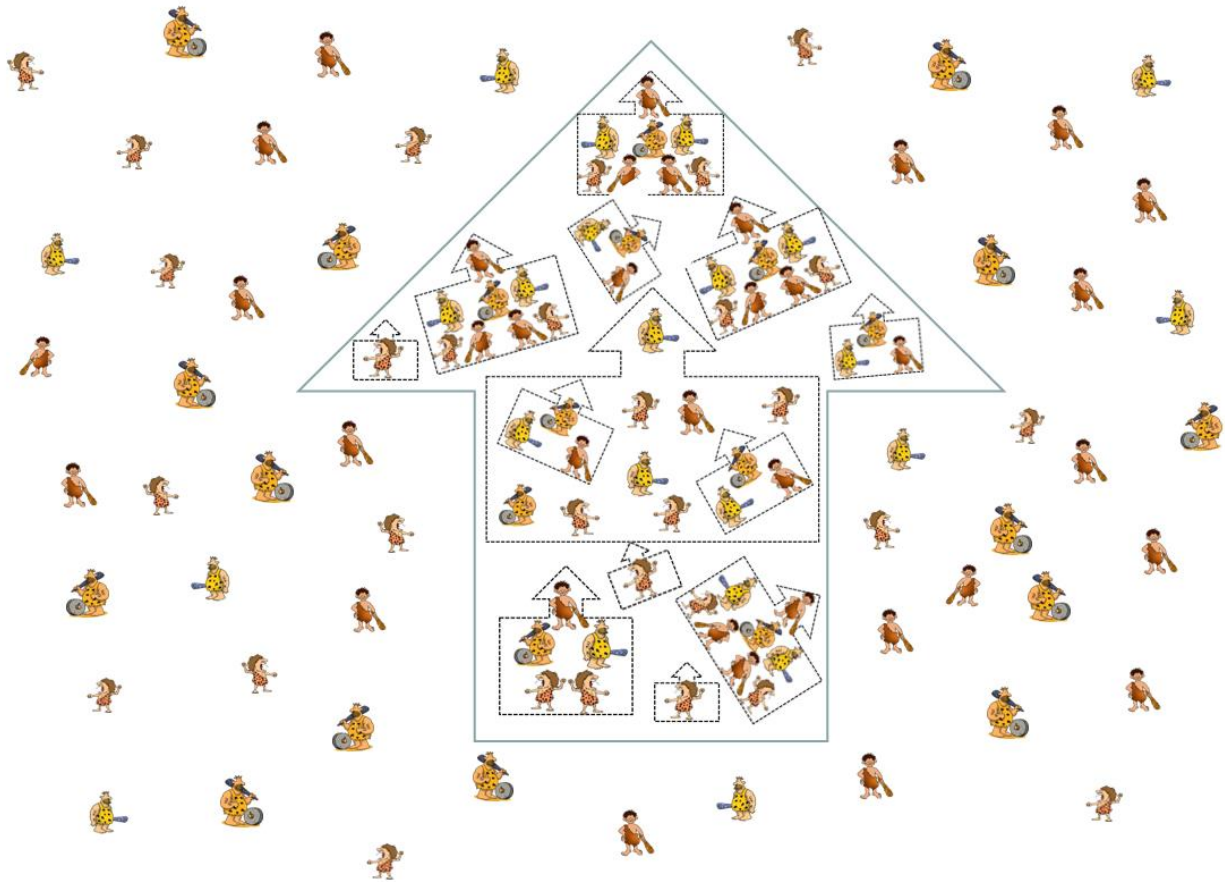


Figure 5.9 Organization

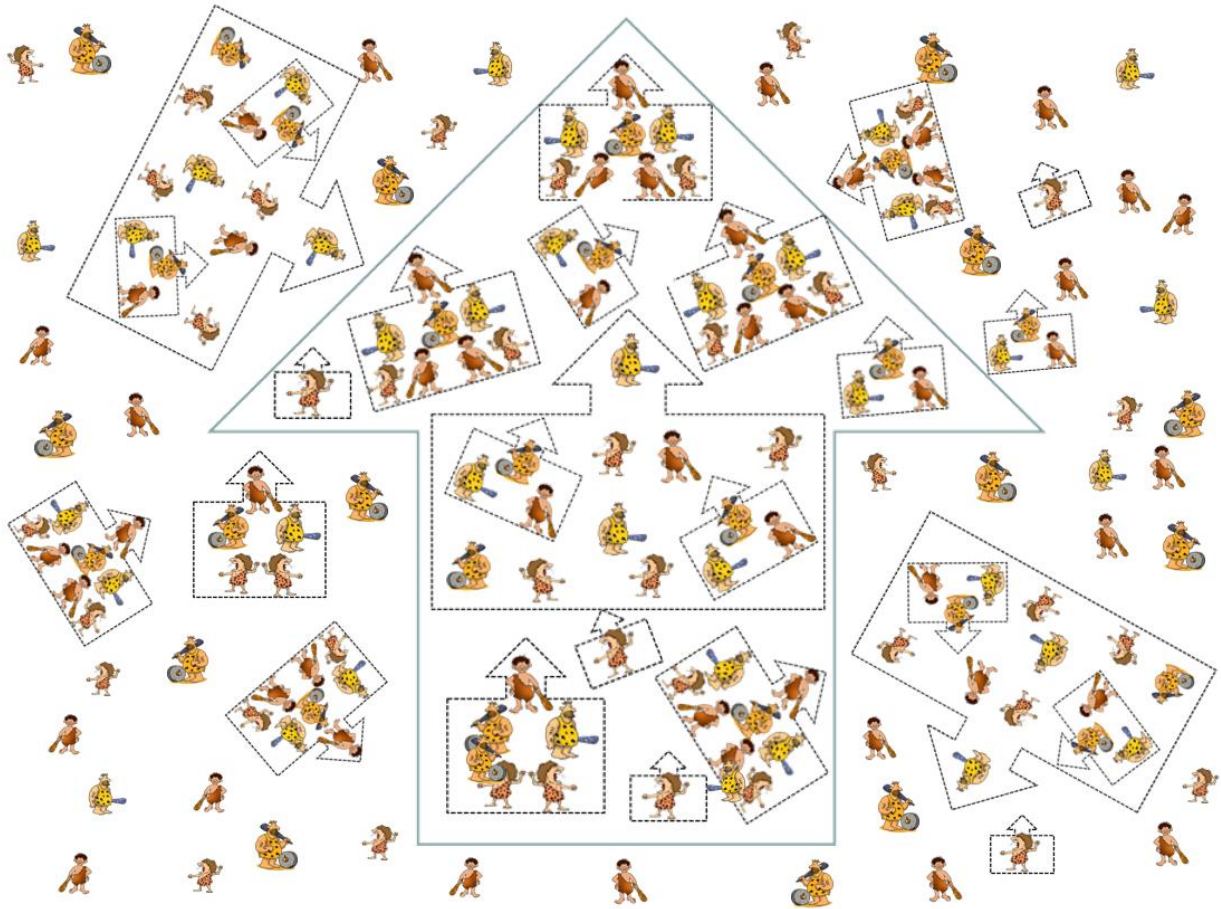


Figure 5.10 Society or Market View

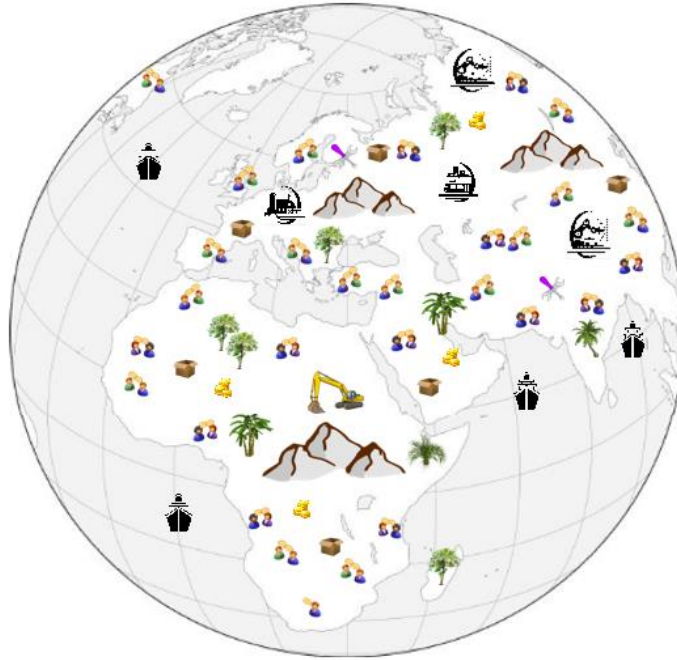


Figure 5.11 Physical and Social Environment

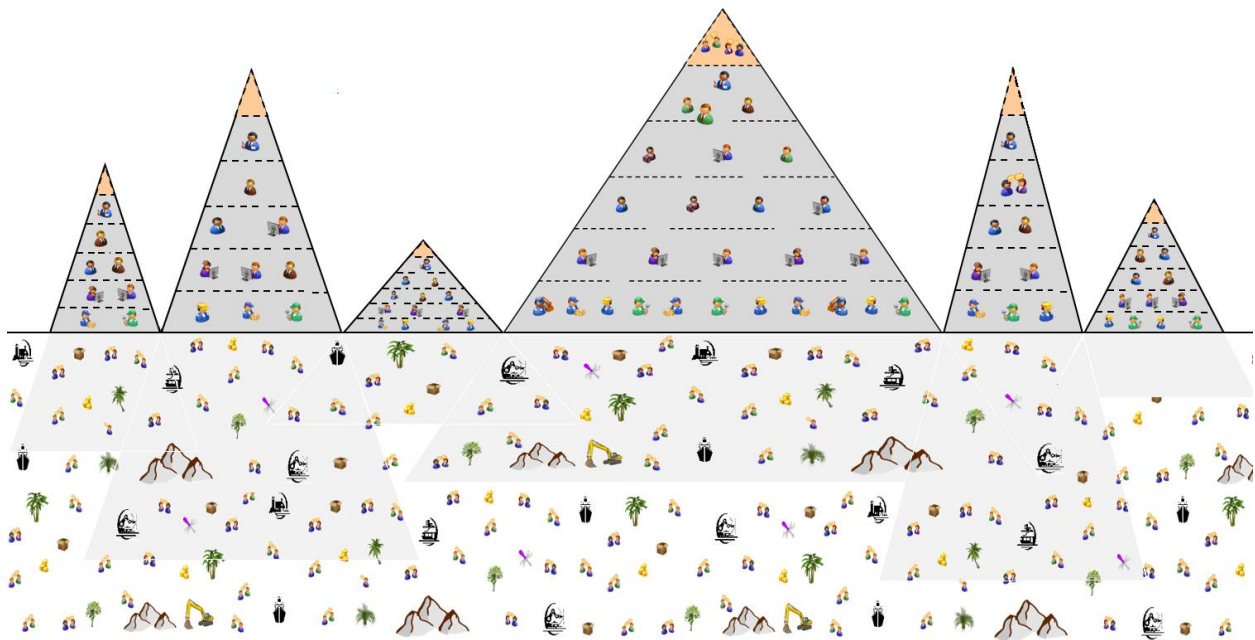


Figure 5.12 Competitive View of Organizations





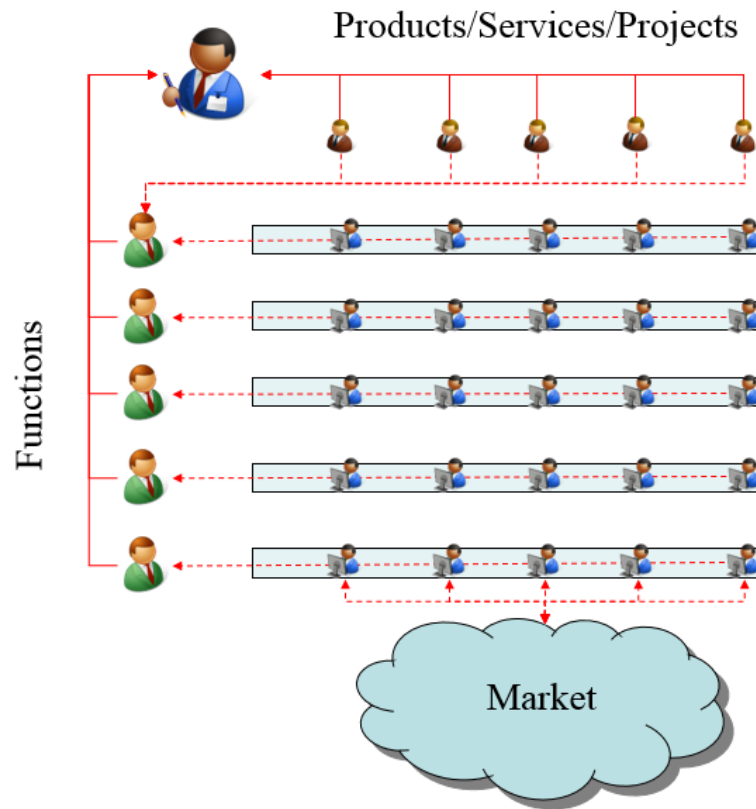


Figure 5.14 Functional Organizational Structure

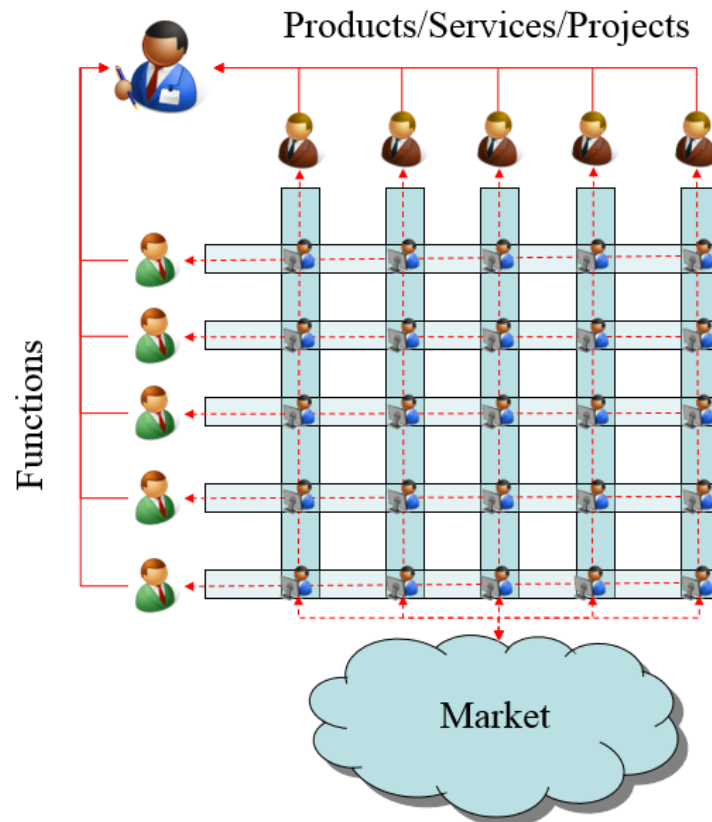


Figure 5.15 Matrix Organizational Structure

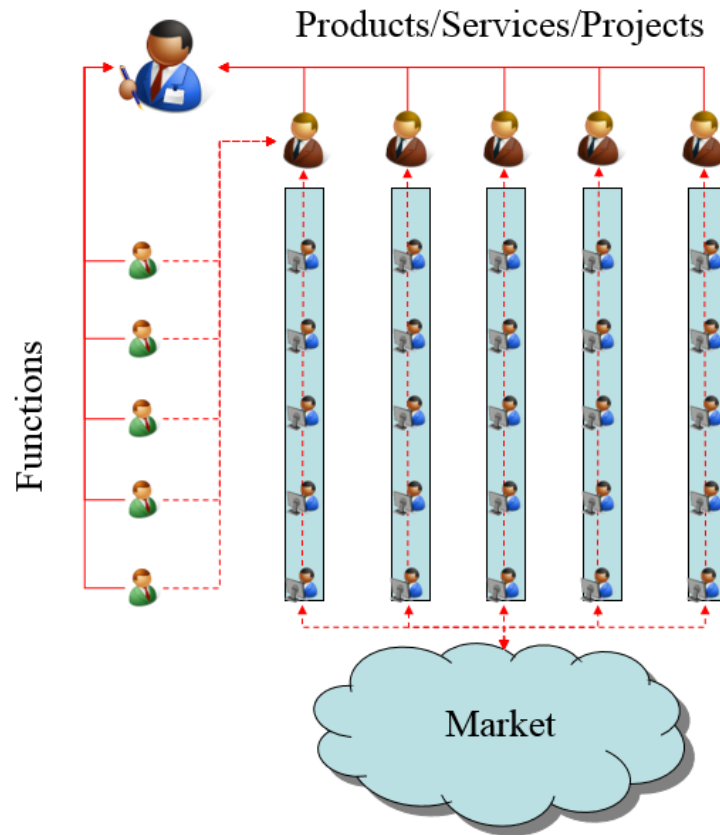


Figure 5.16 Projectized Organizational Structure

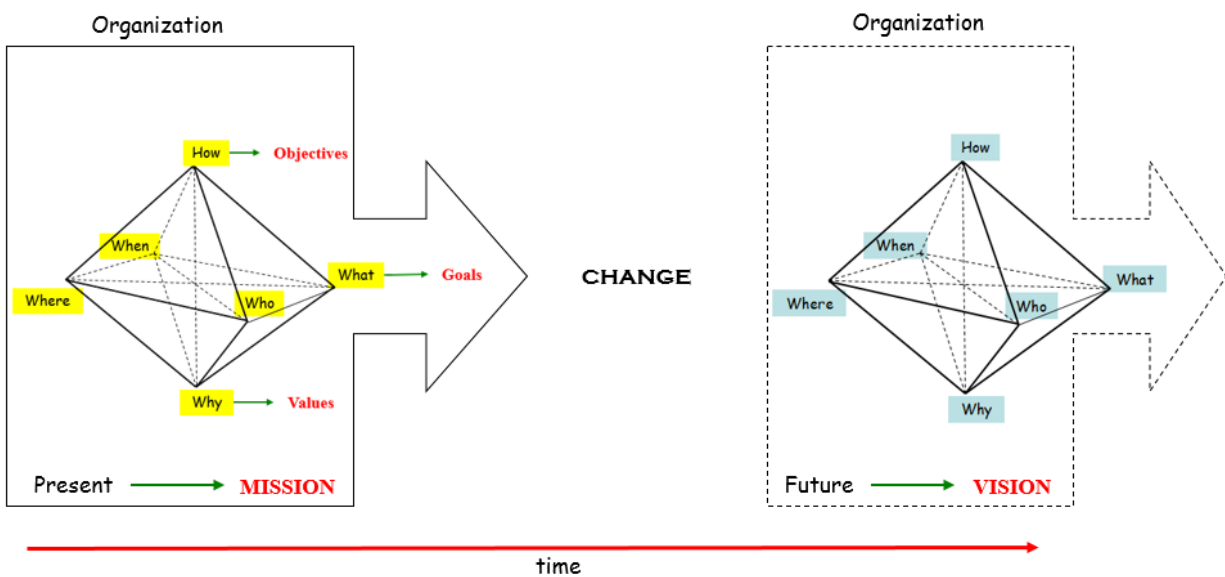


Figure 5.17 Organizational Statements



Figure 5.18 What came first?

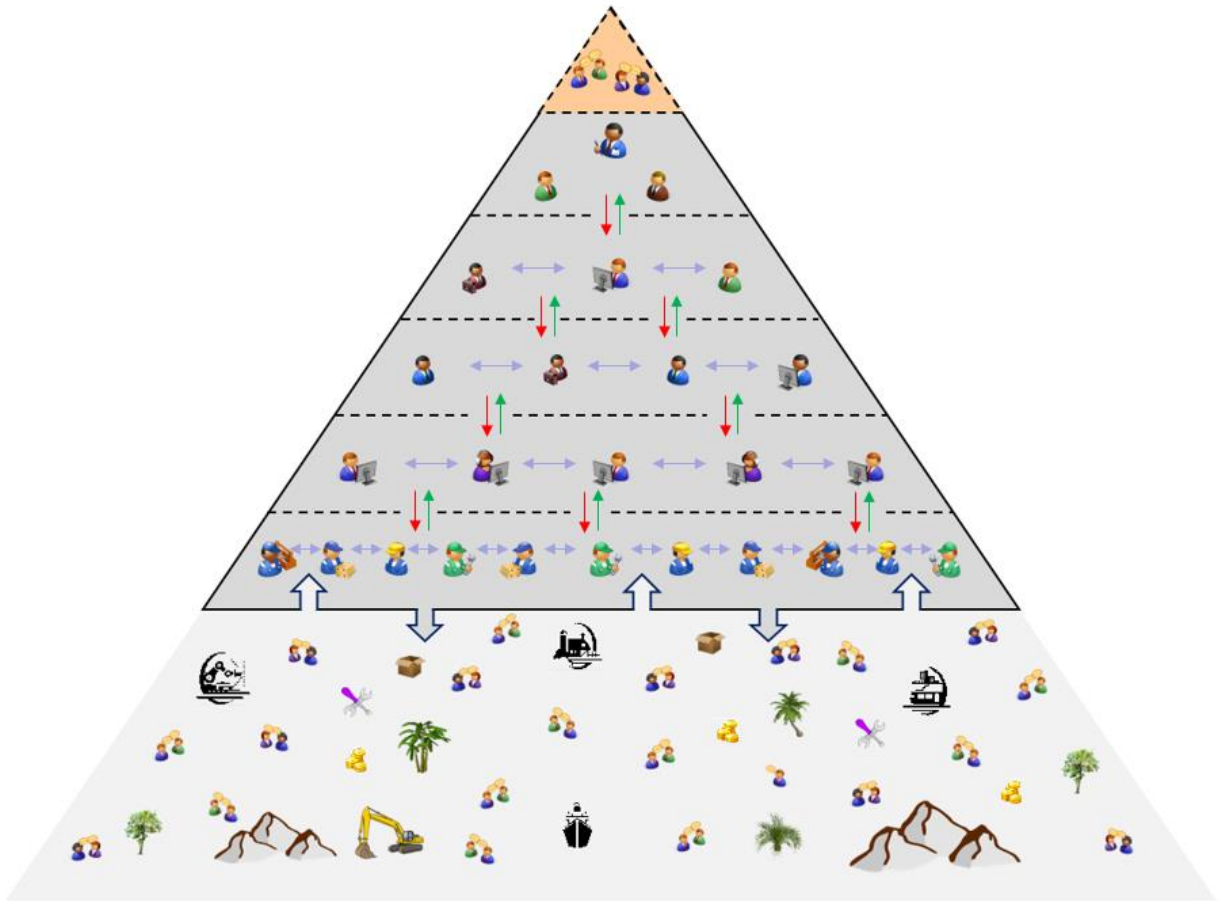


Figure 5.19 Organizational Culture

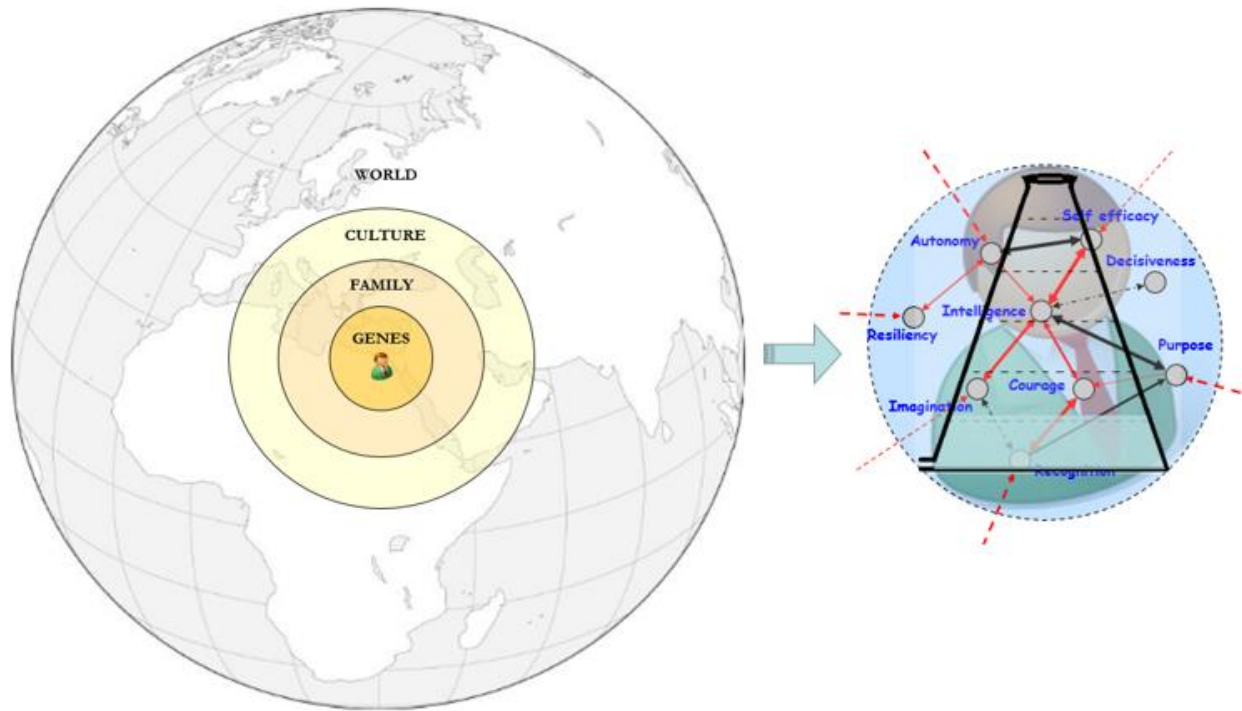


Figure 5.20 Regions of Influence on Individuals

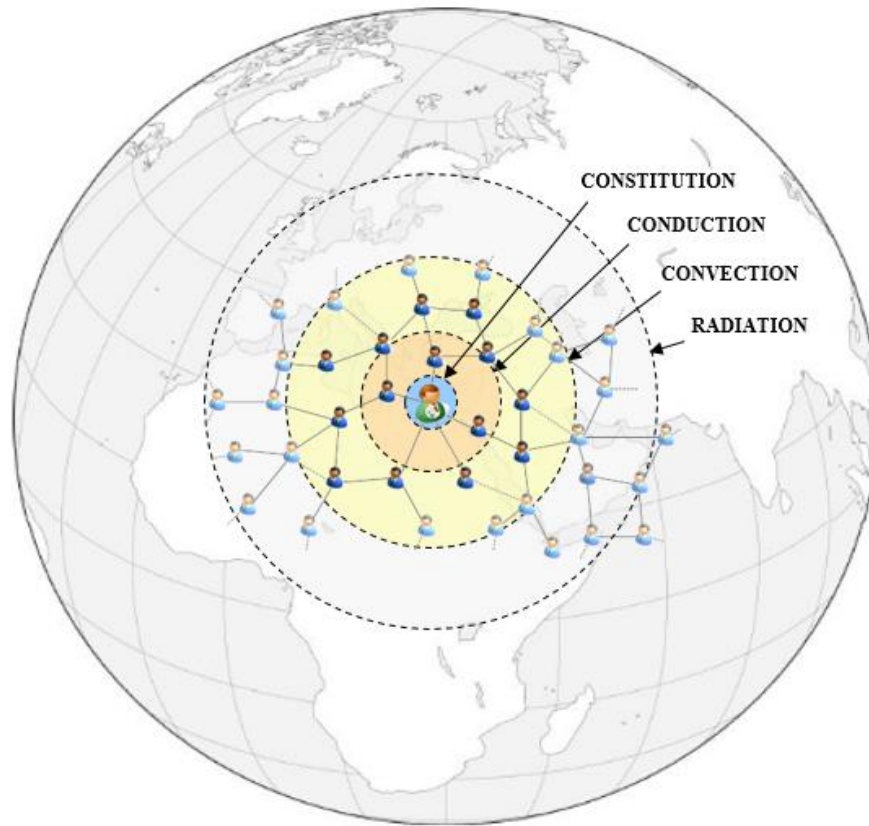


Figure 5.21 Regions of Influence from Individuals

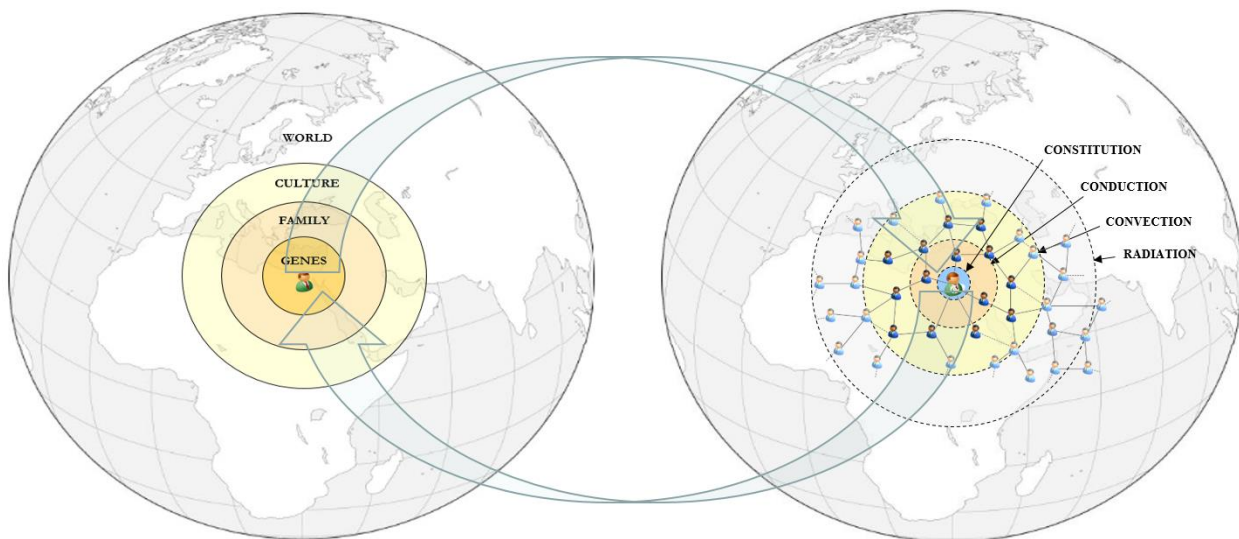


Figure 5.22 Inflow and Outflow of Influence



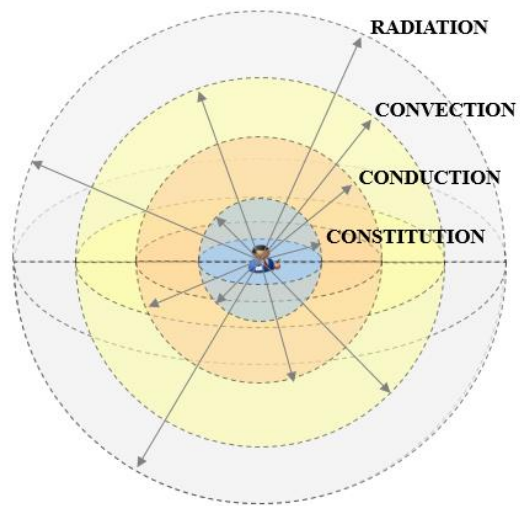


Figure 5.23 Spaces of influence from individuals

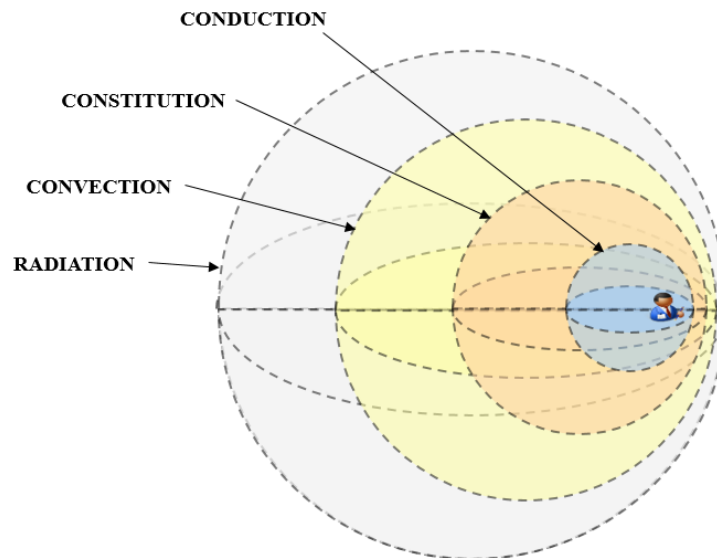


Figure 5.24 Directional application of influence from individuals

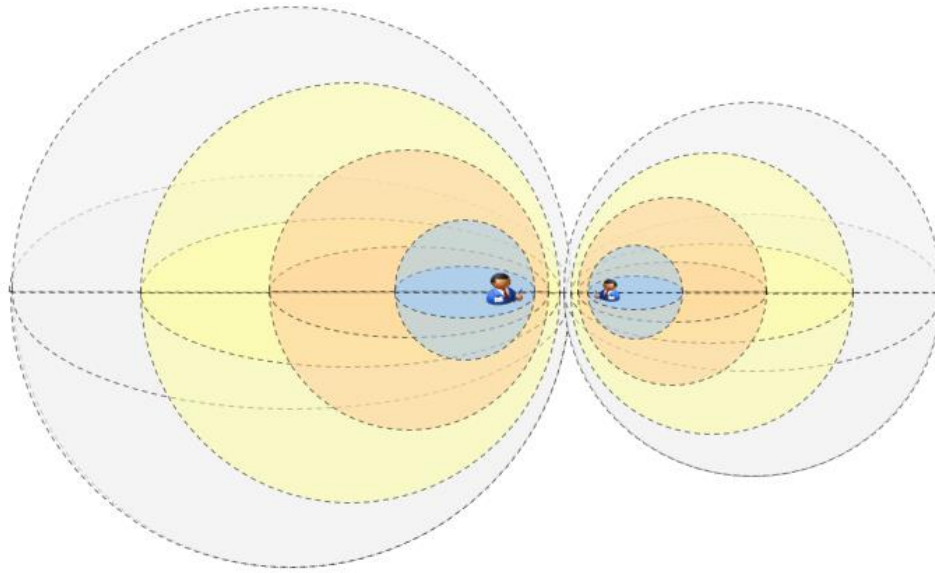


Figure 5.25 Interaction of influences

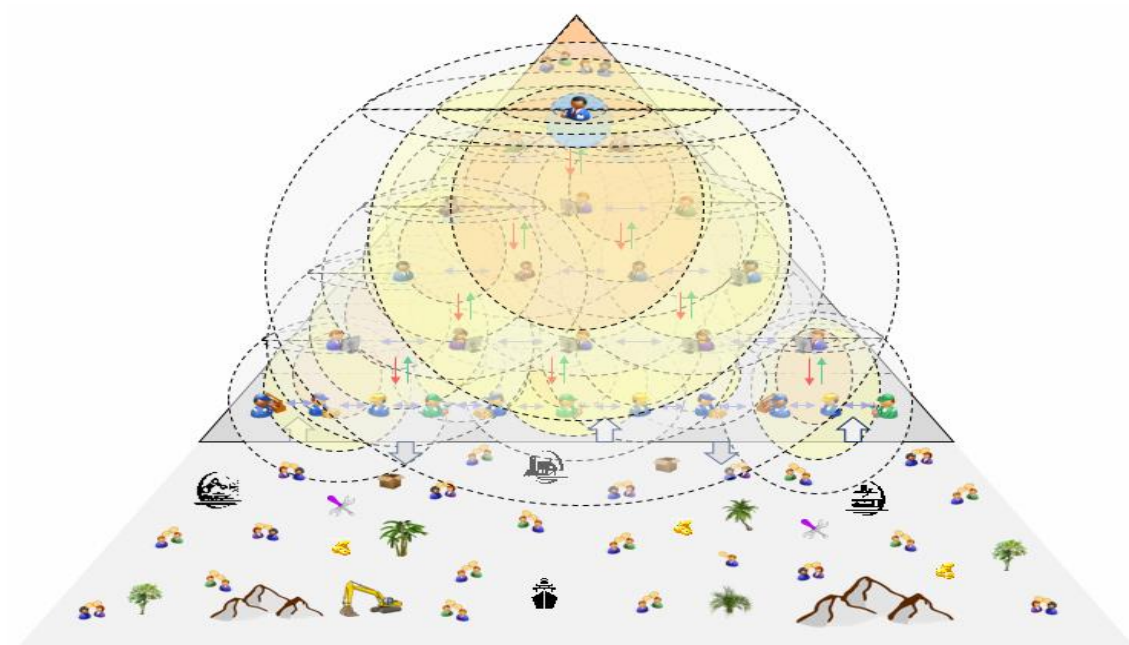


Figure 5.26 Influences in organizations

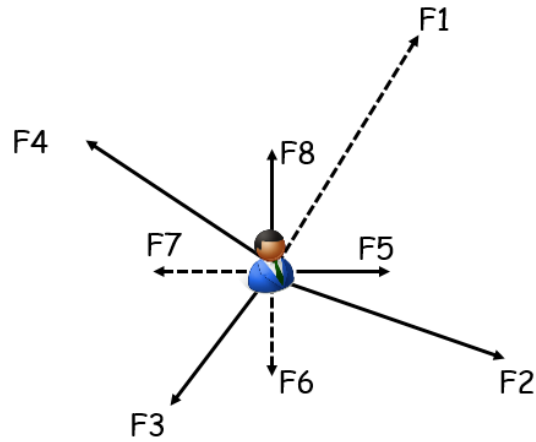


Figure 5.27 Influences as forces on individuals

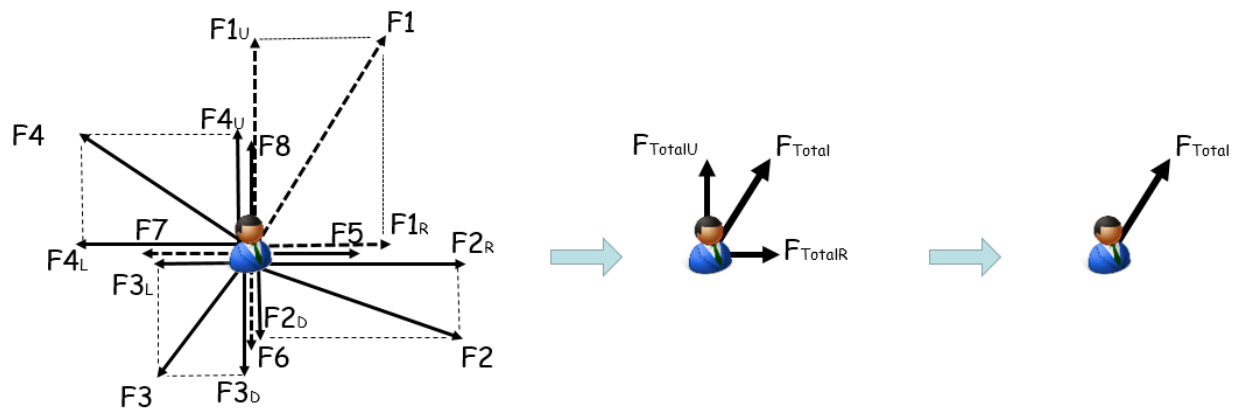


Figure 5.28 Influences as forces on individuals

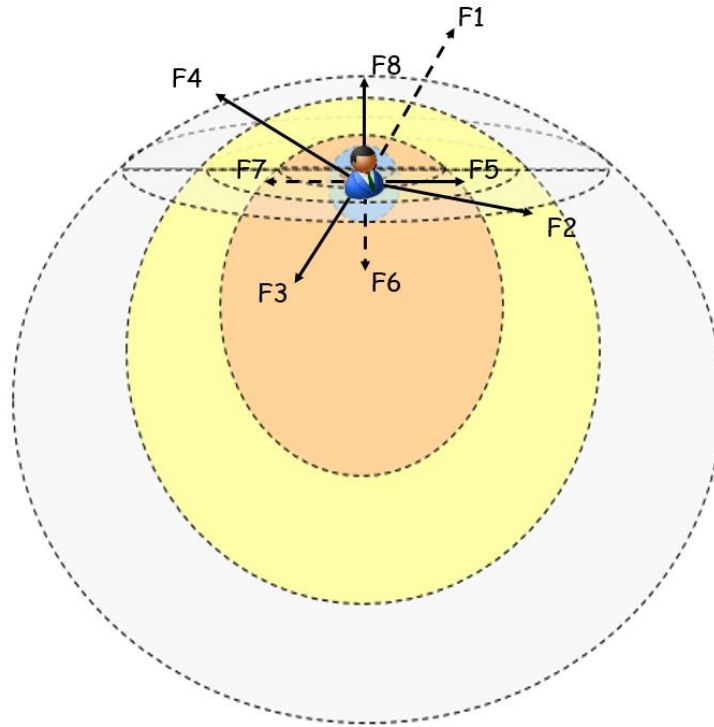


Figure 5.29 Influences on individuals in real settings

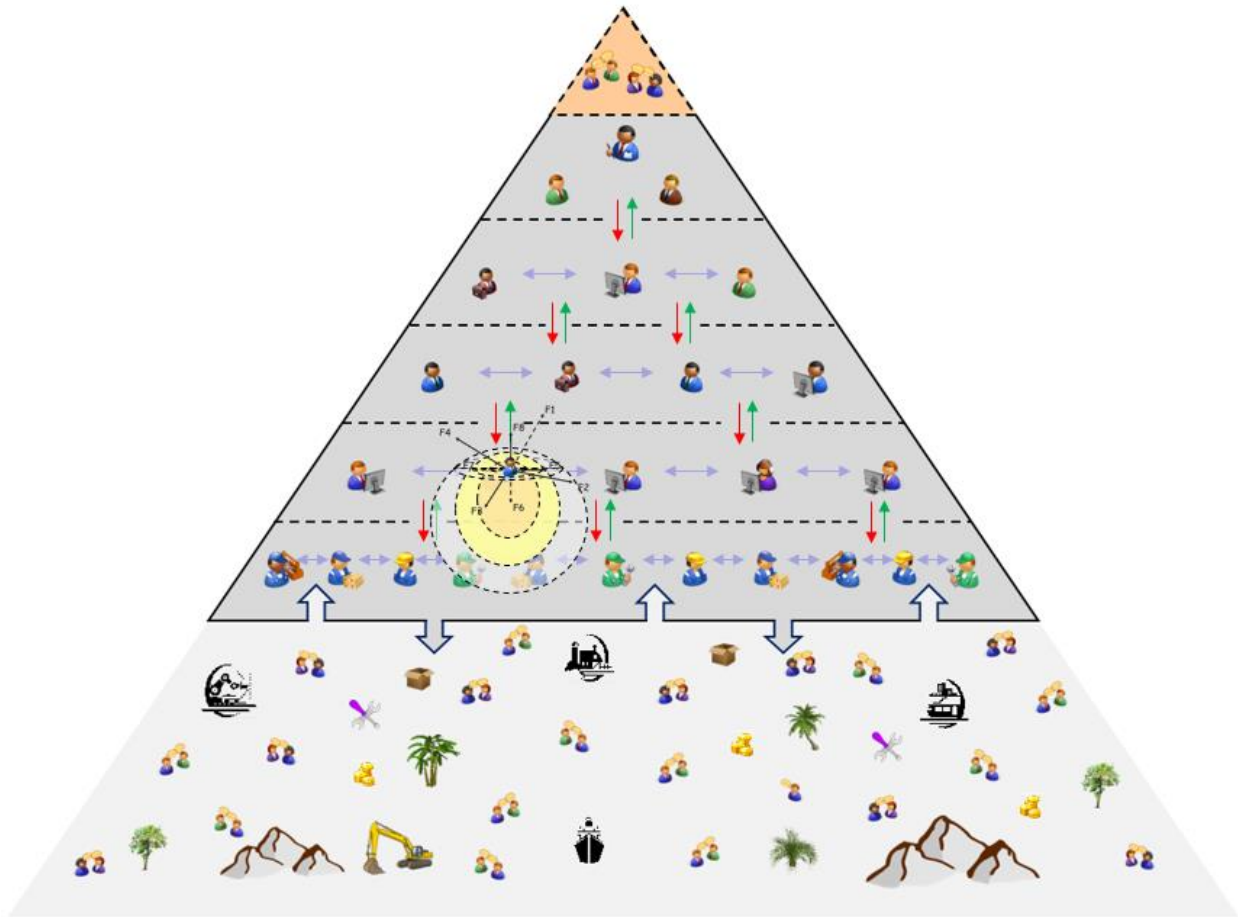


Figure 5.30 Initial position of the leader in the organization

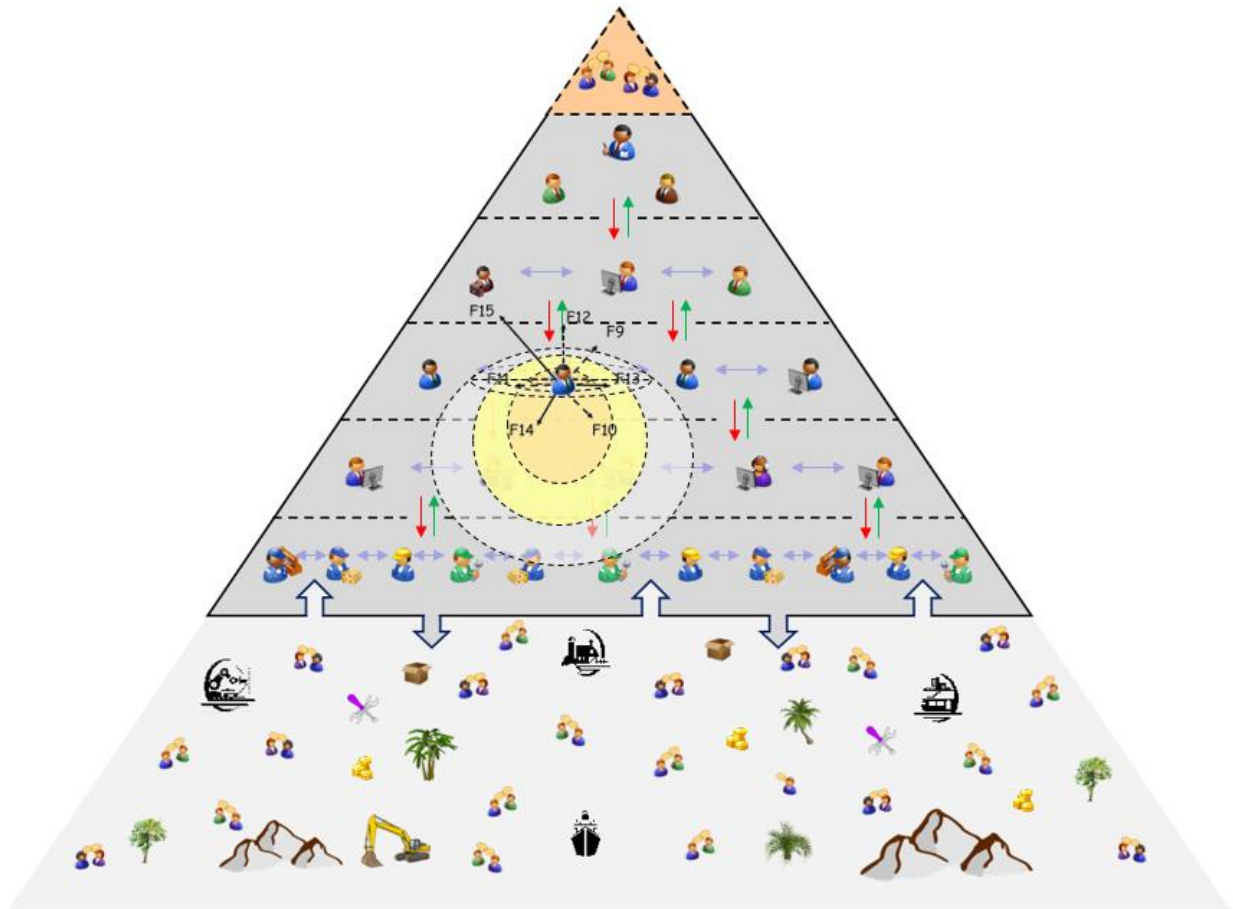


Figure 5.31 Moving up in middle-management positions

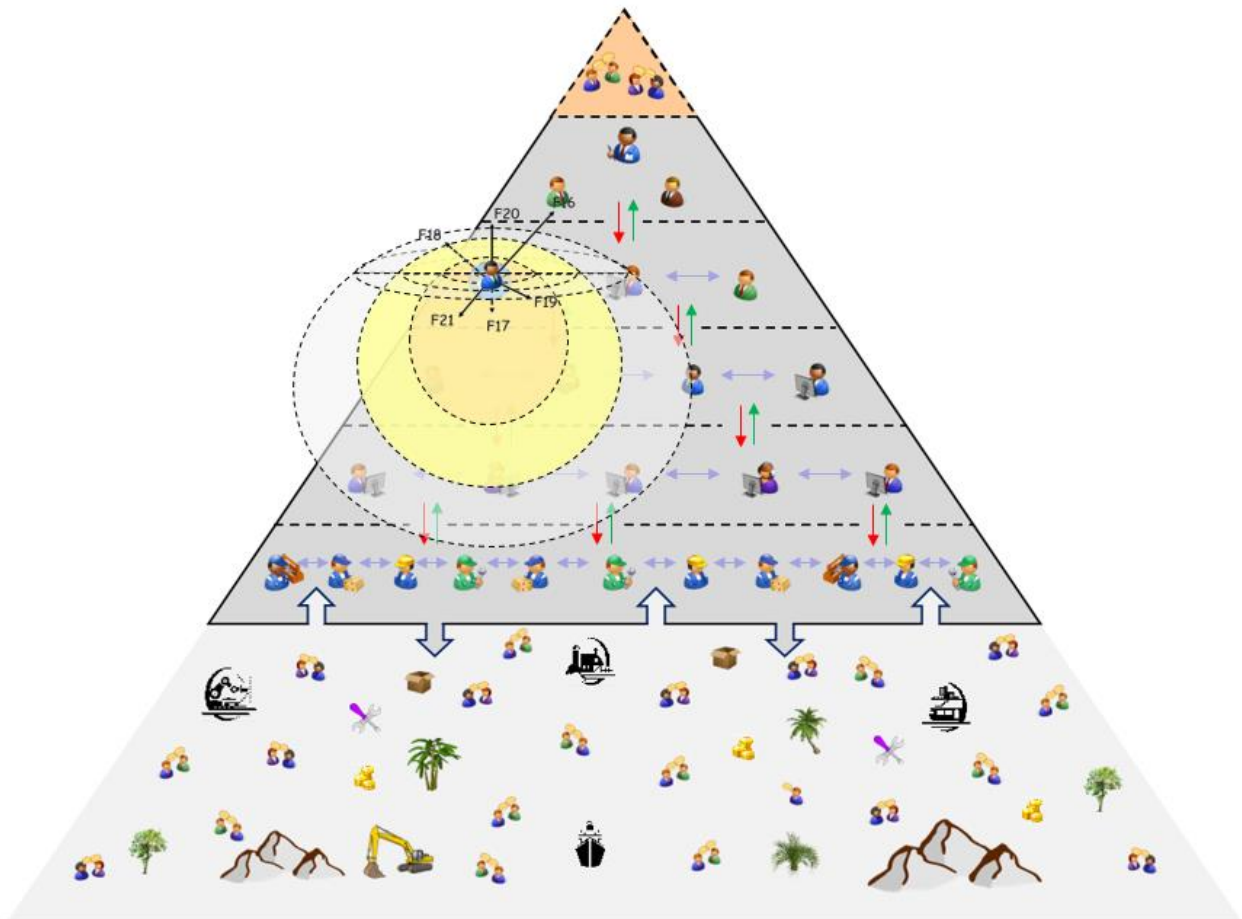


Figure 5.32 Moving up in executive positions



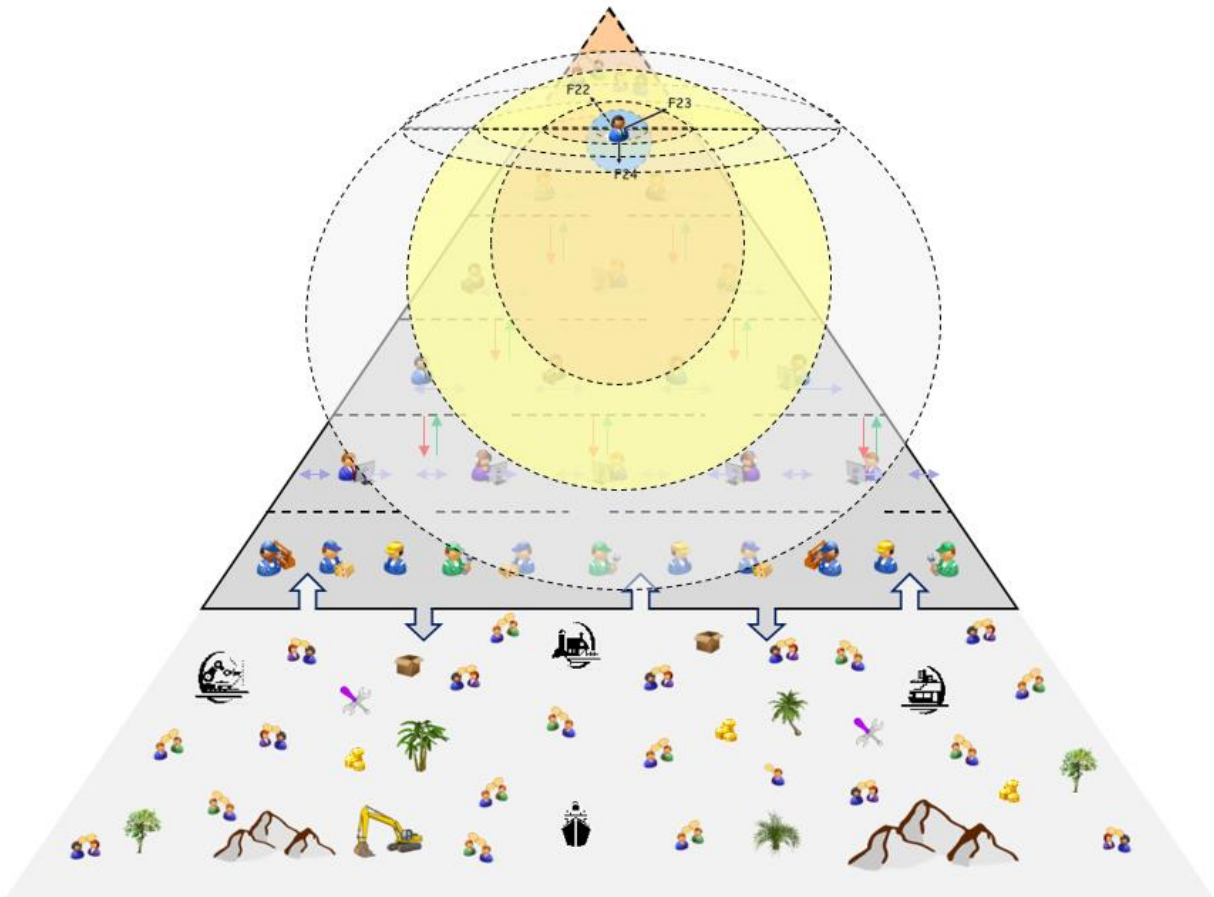


Figure 5.33 Moving up in leadership position

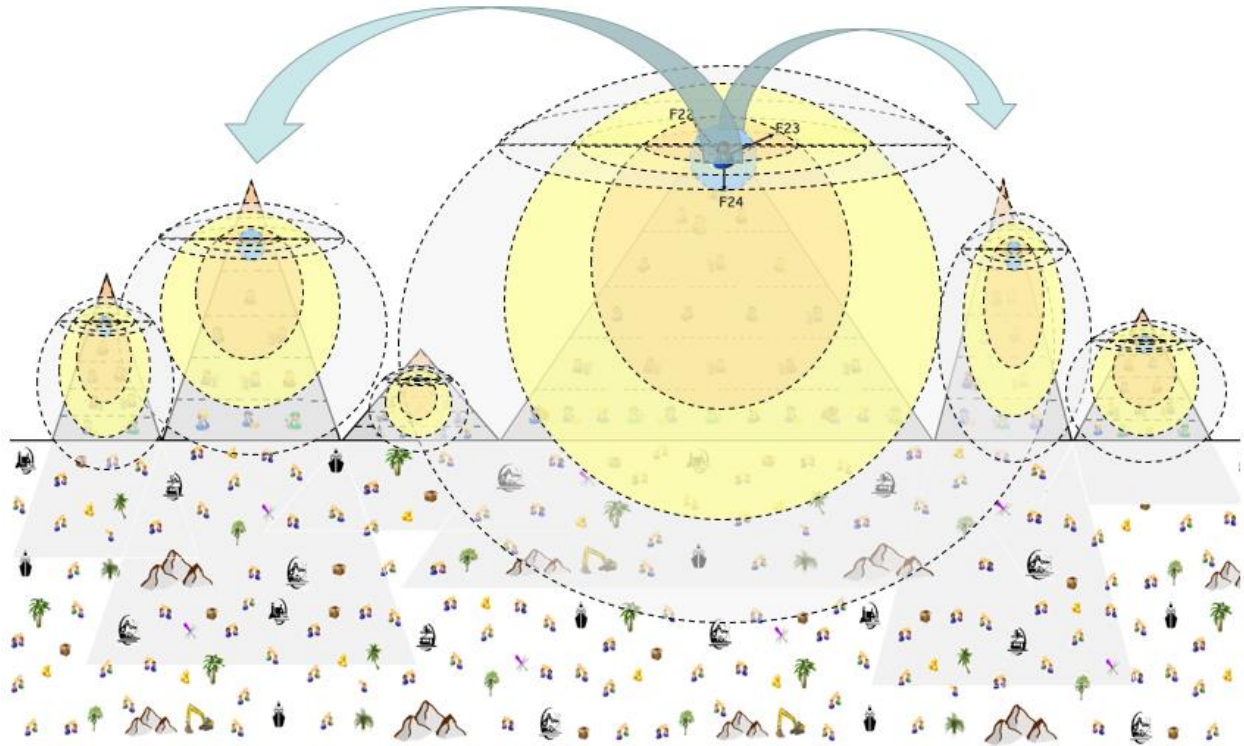


Figure 5.34 Spreading the leadership role

## 6 Application of leadership

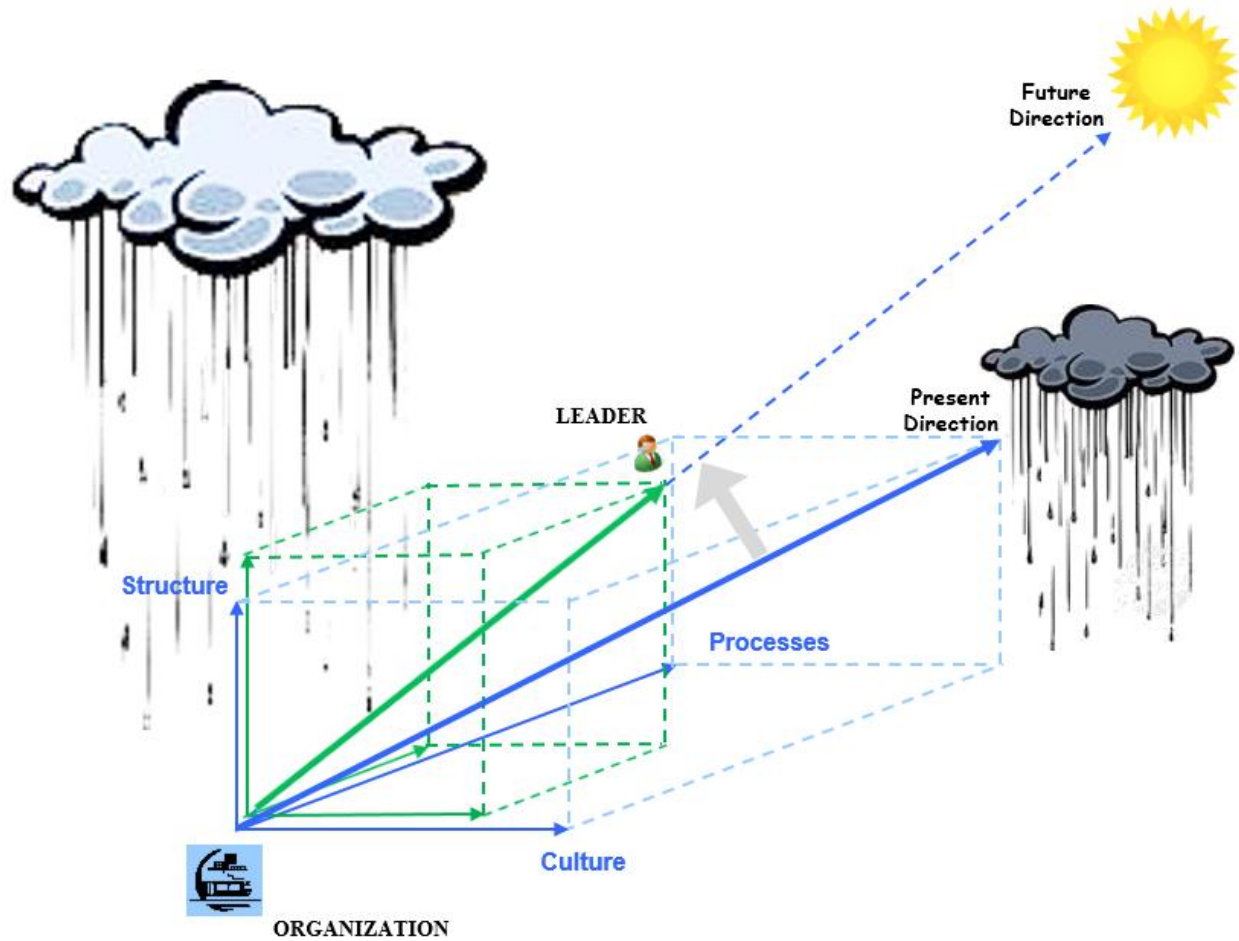


Figure 6.1 Organizational upgrade

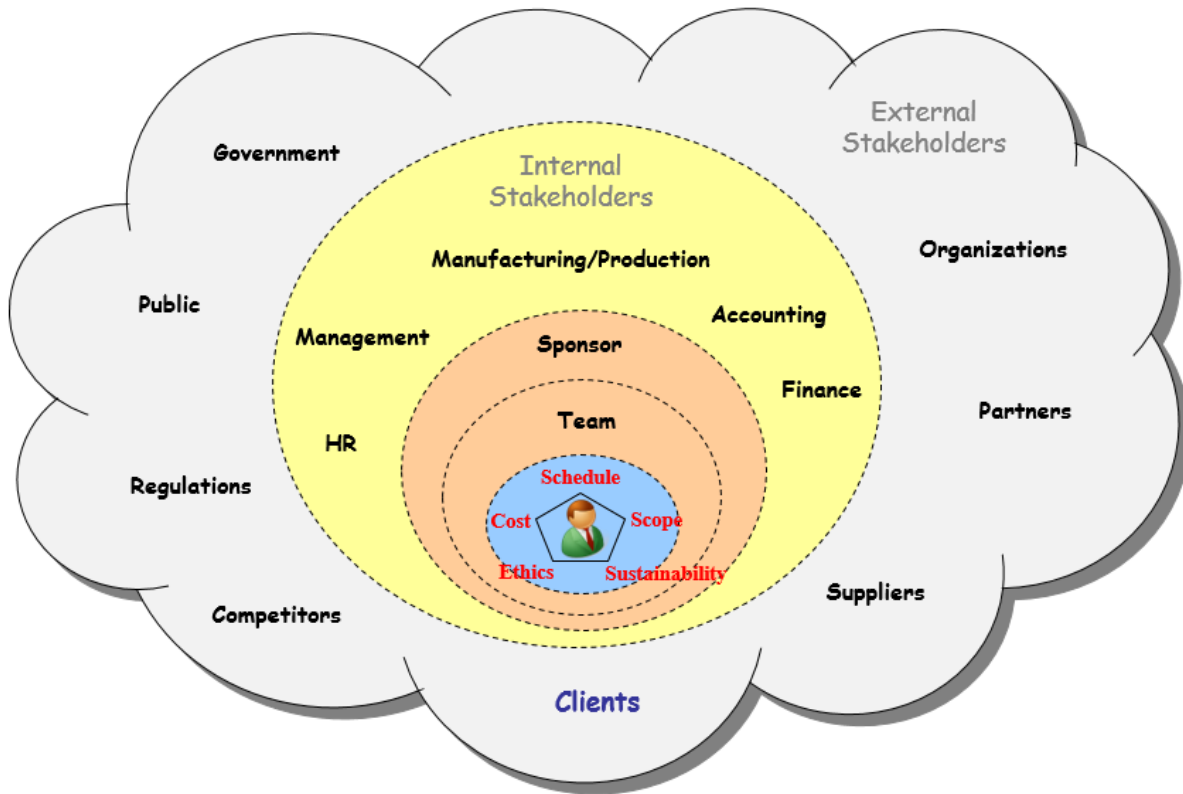


Figure 6.2 Organizational stakeholders from the leader's perspective

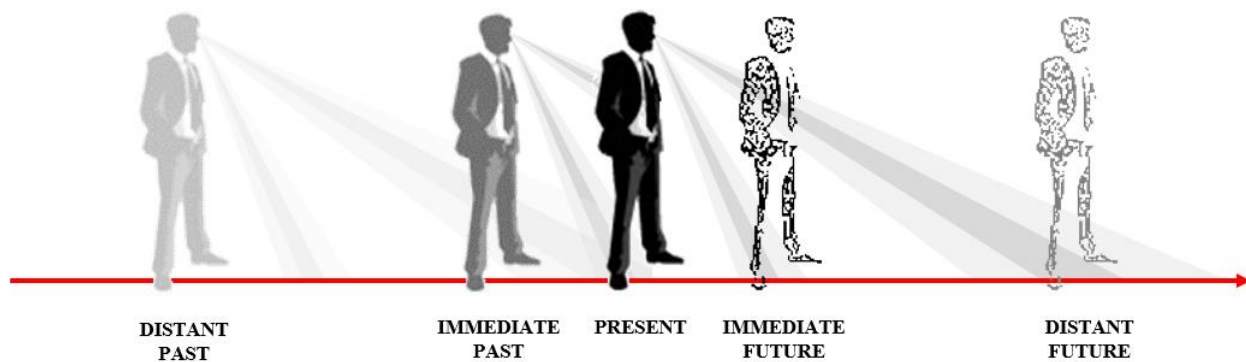


Figure 6.3 The time continuum of an individual

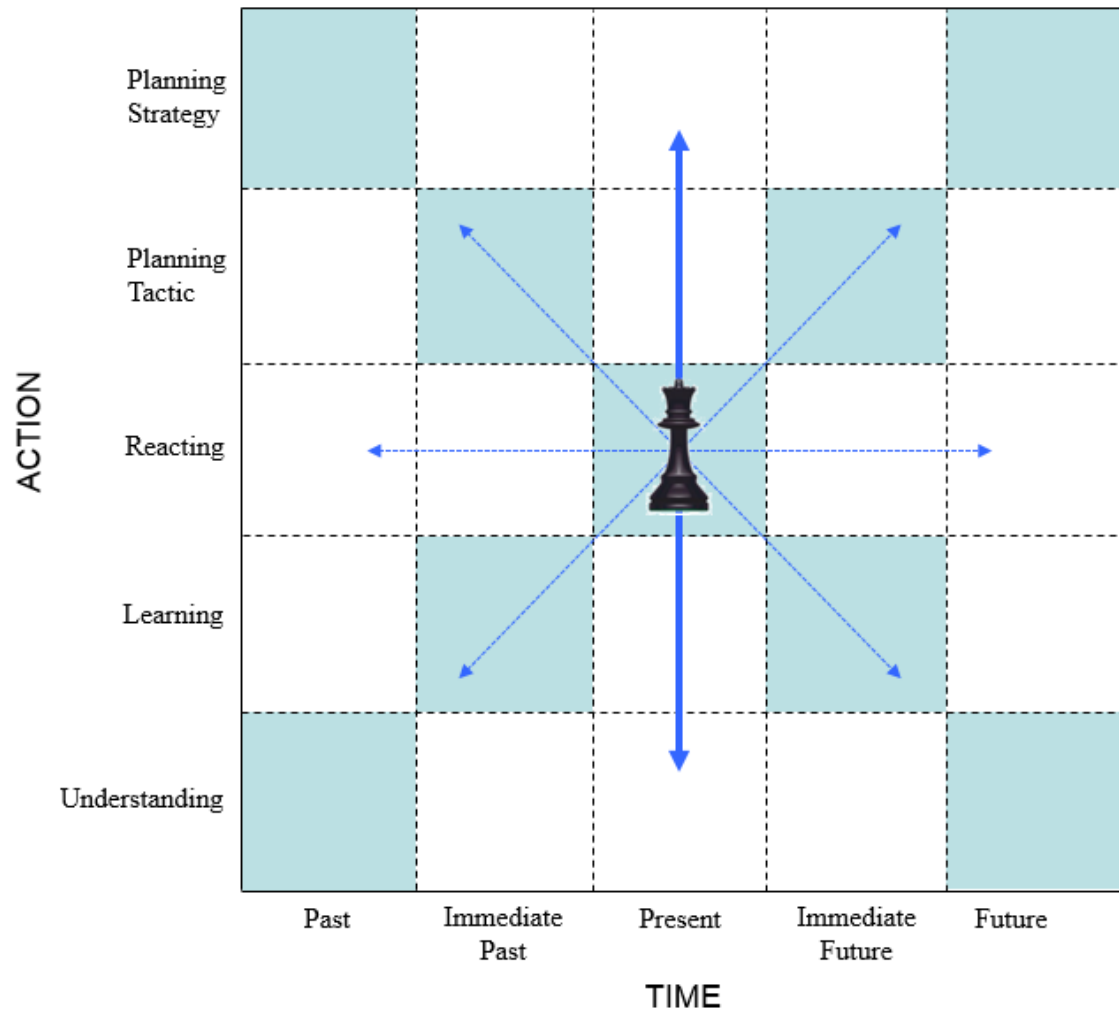


Figure 6.4 Space of action types

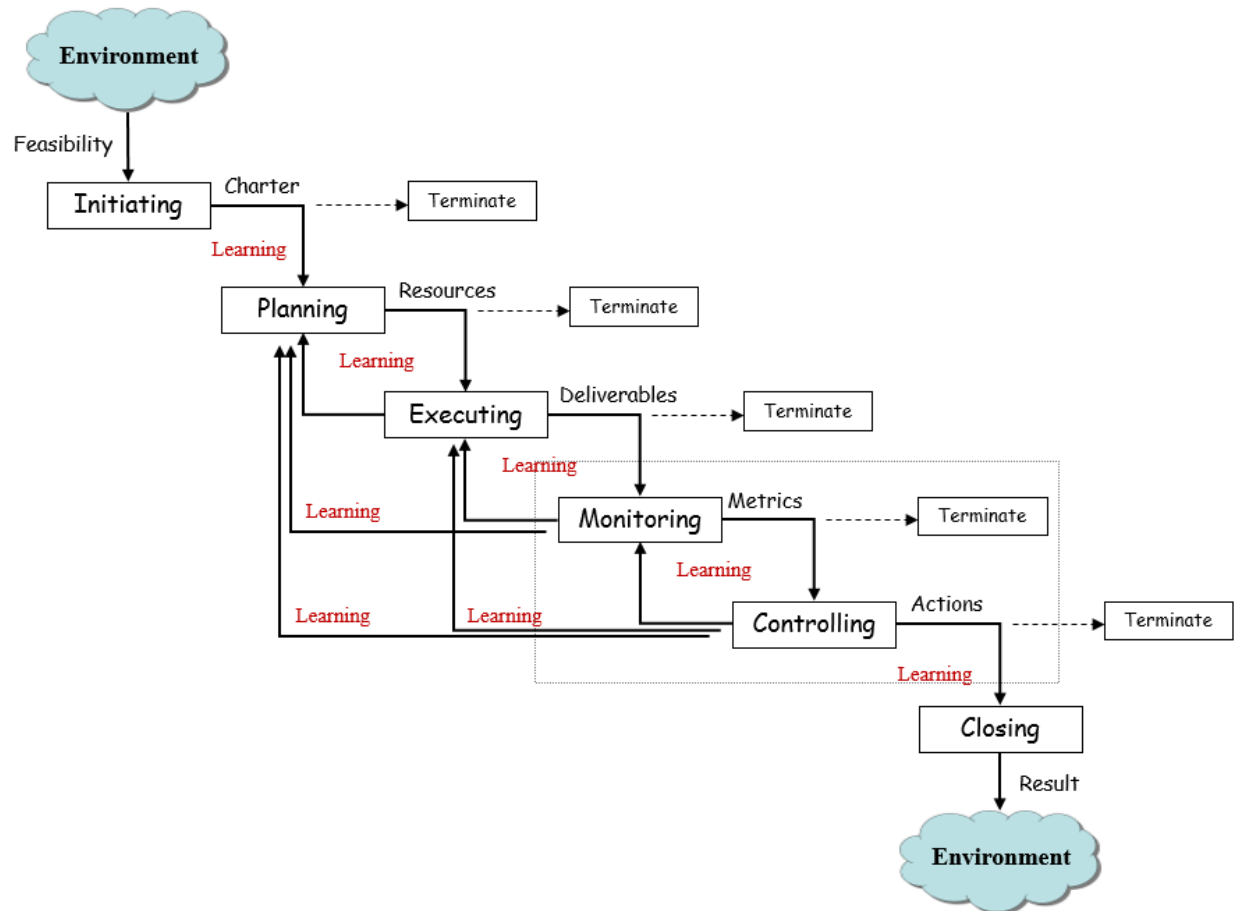


Figure 6.5 Waterfall model of goal management phases

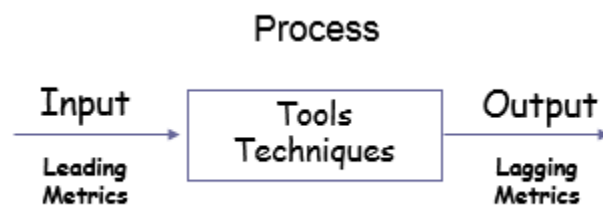


Figure 6.6 Performance measurement

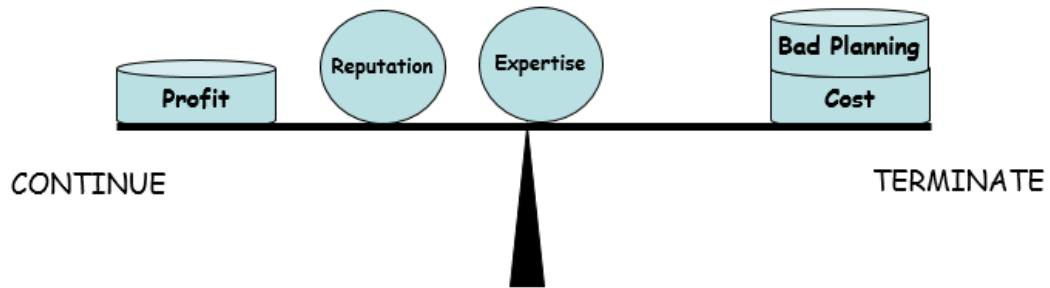


Figure 6.7 Performance measurement

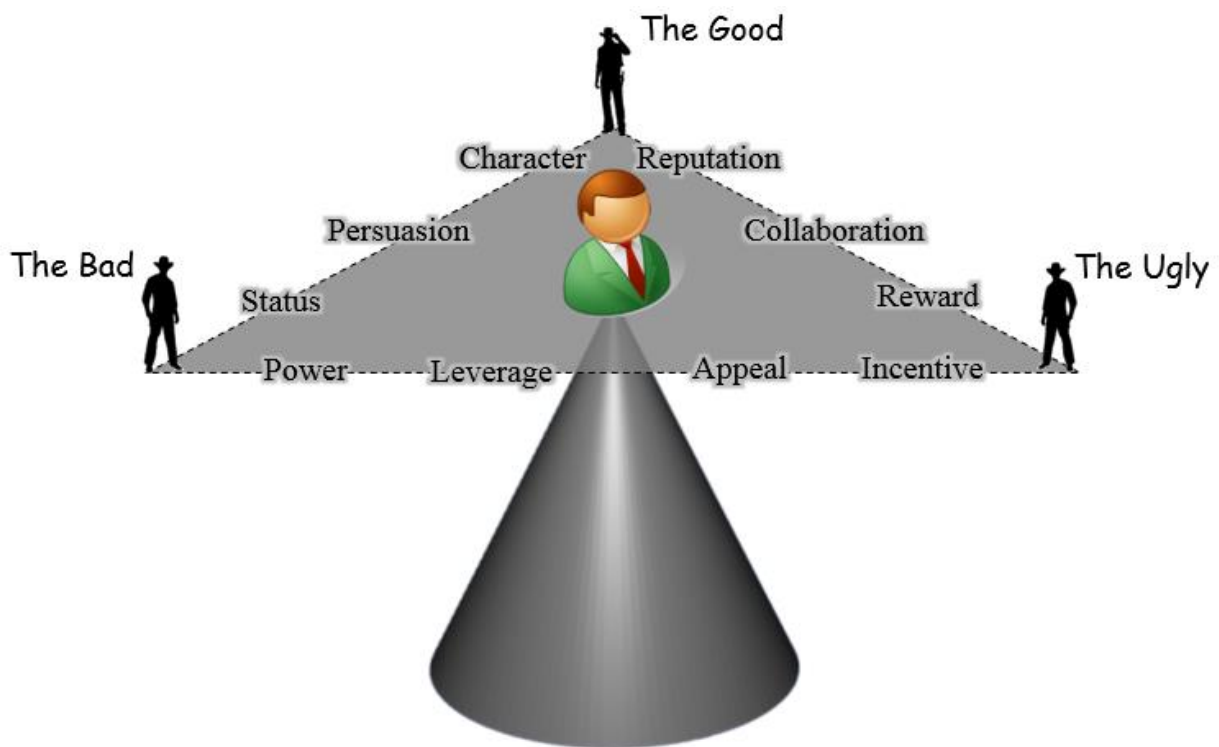


Figure 6.8 Faces of influence



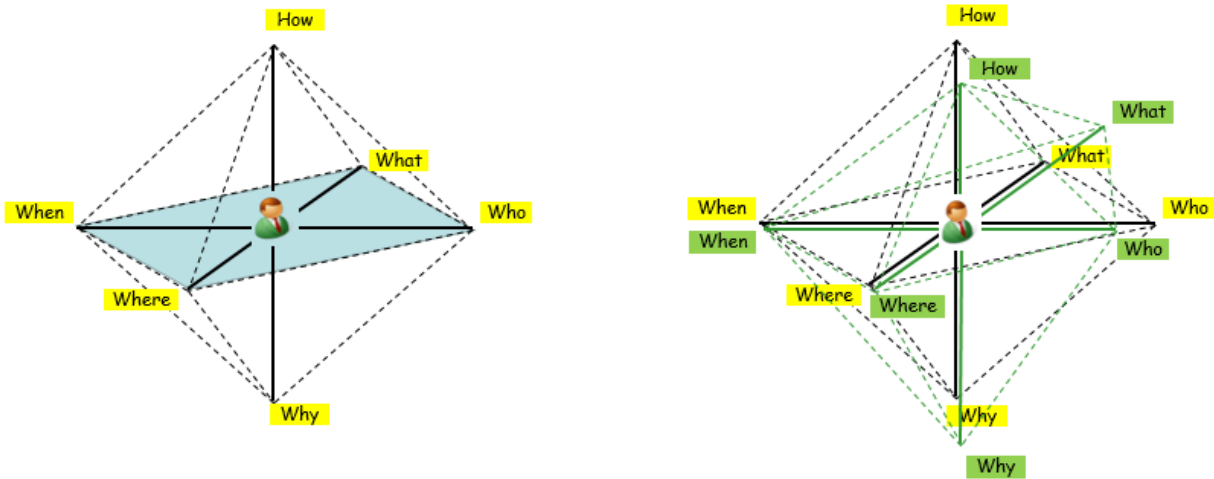


Figure 6.9 The interrogation diamond

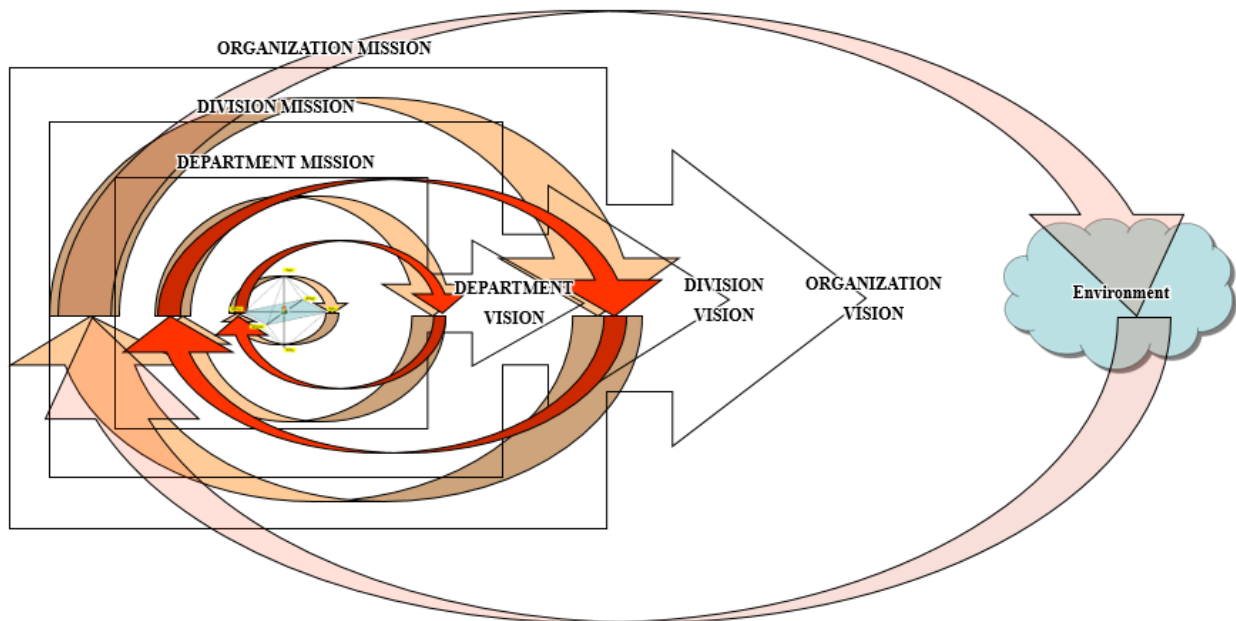


Figure 6.10 Single- and double-loop learning at various organizational levels

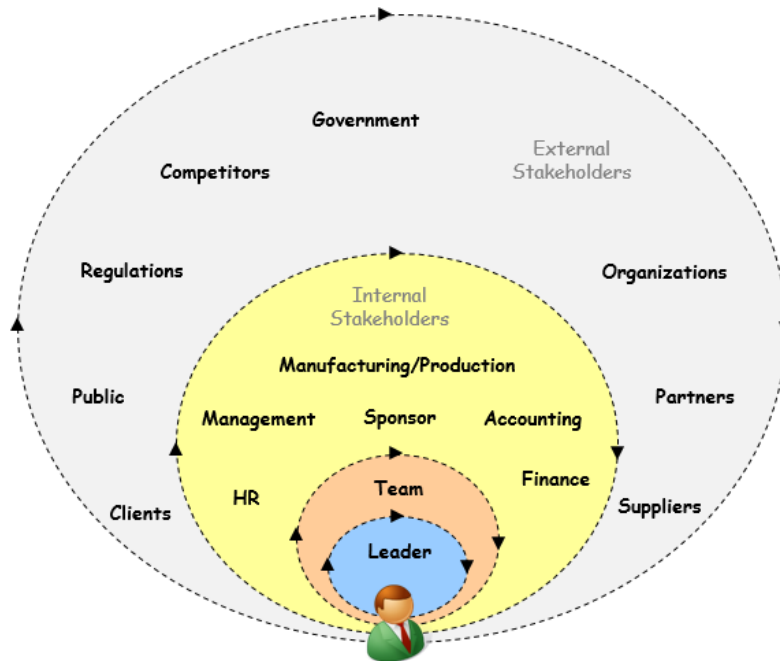


Figure 6.11 Multi-loop learning

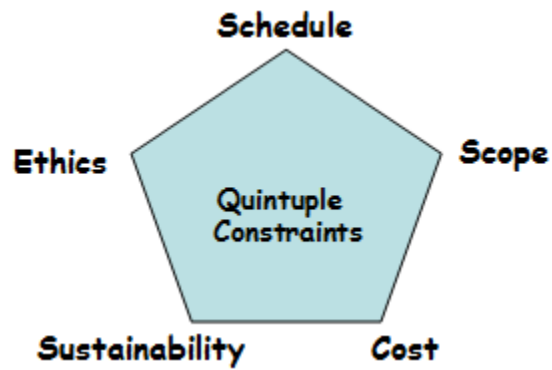


Figure 6.12 Constraints for goal/project execution

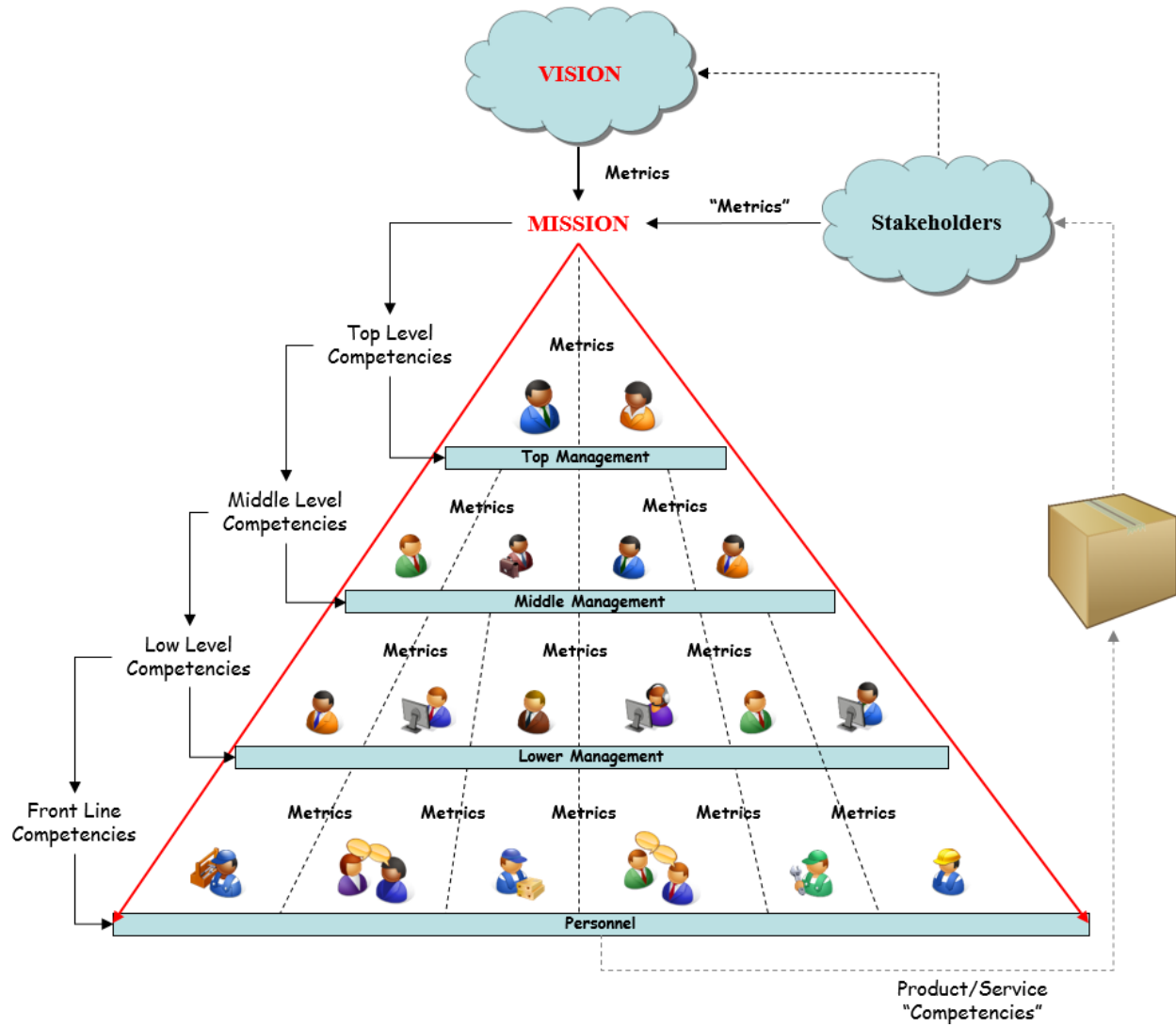


Figure 6.13 Metric breakdown in organizations

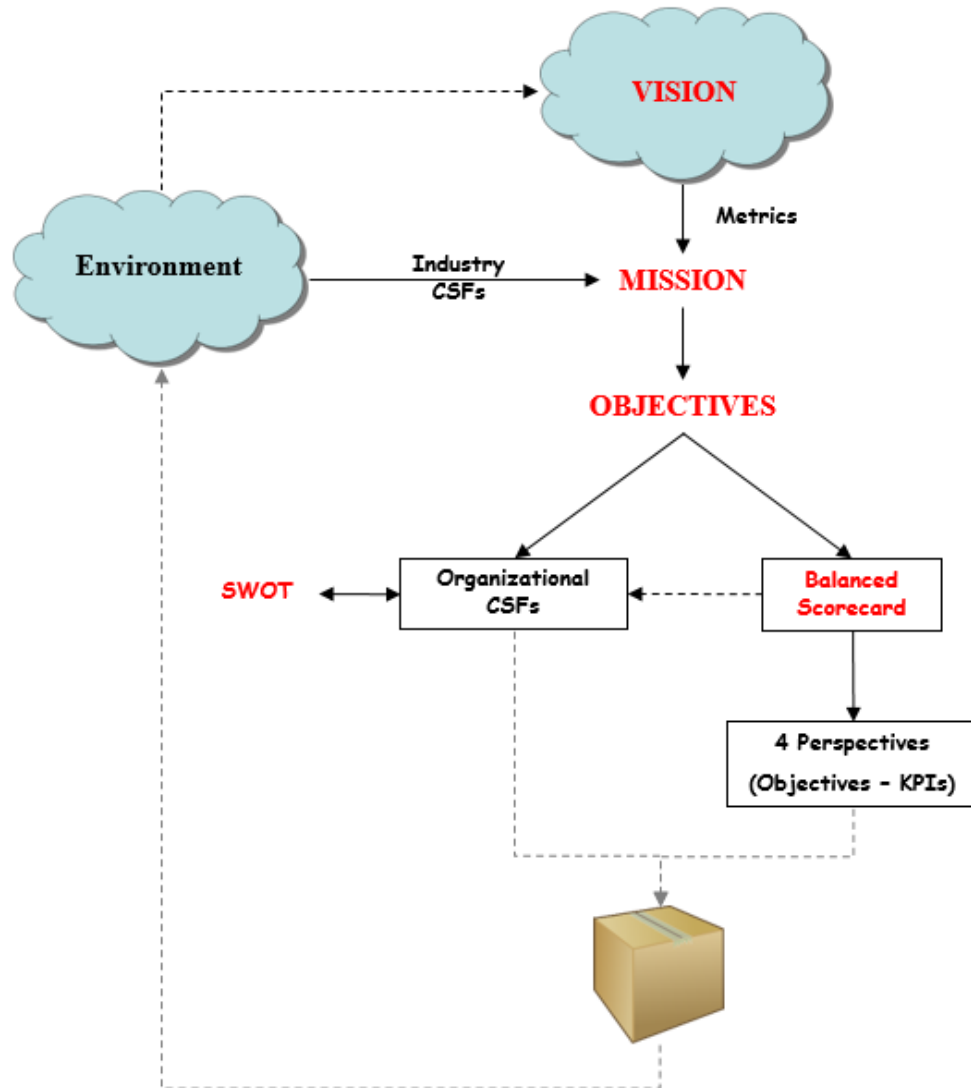


Figure 6.14 Metric adoption

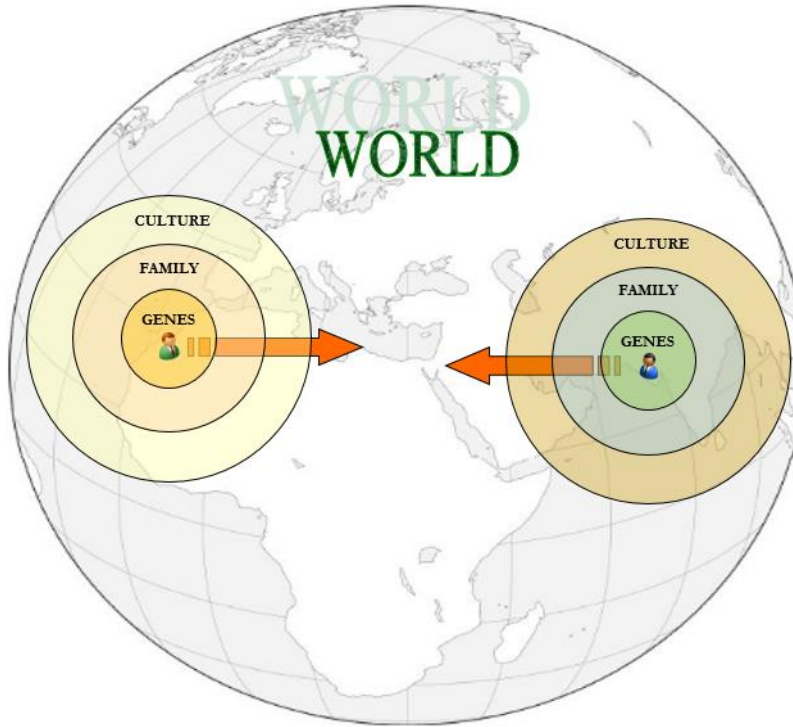


Figure 6.15 Influence Layers During Communication



Figure 6.16 Evolution of the negotiation phases in time



Figure 6.17 Negotiation Dominated by the Communications Phase

## 7 Future dimensions

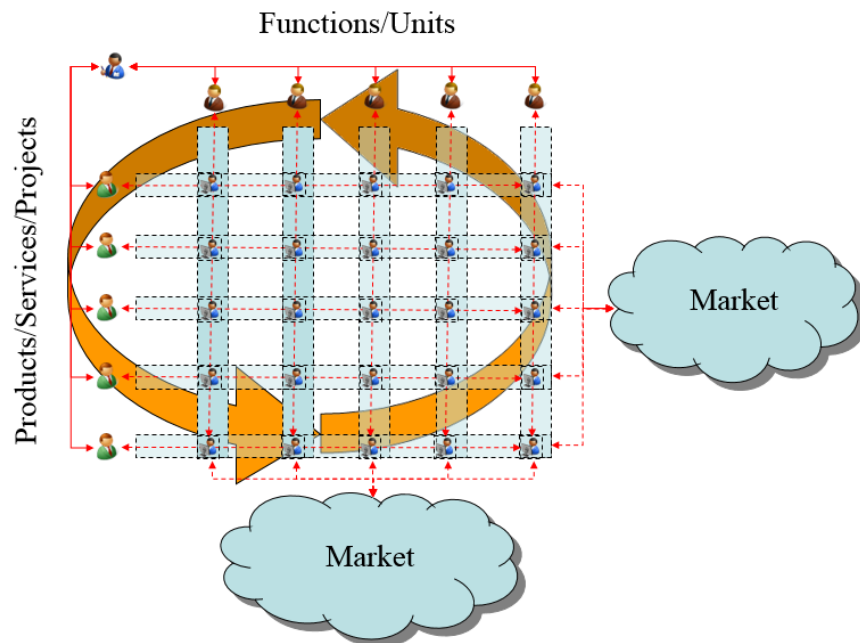


Figure 7.1 Leadership spread throughout the organization

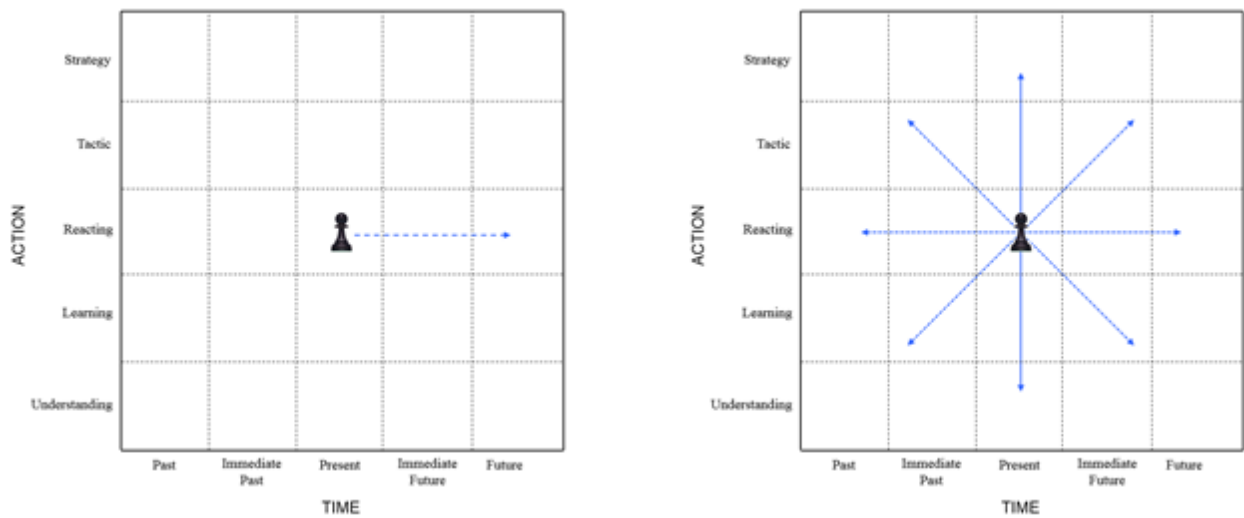


Figure 7.2 Employees in leadership roles



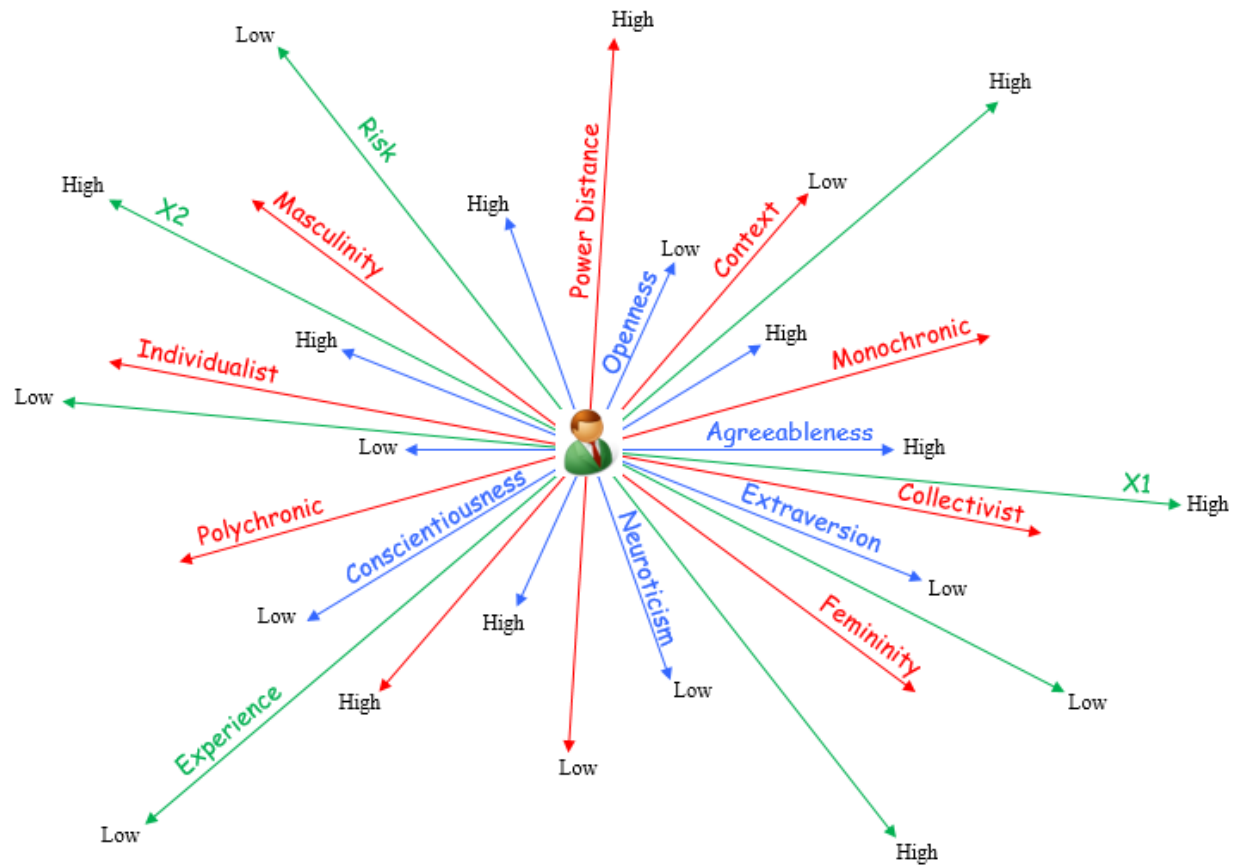


Figure 7.3 Influence factors on individuals

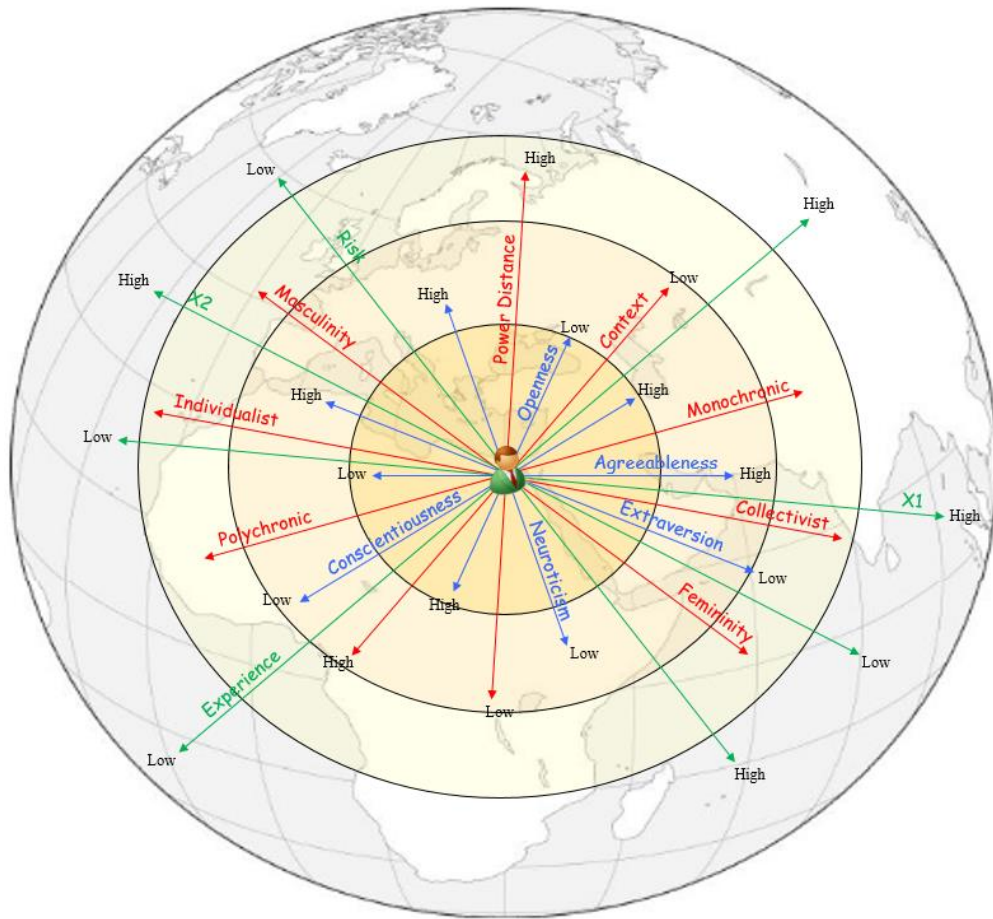


Figure 7.4 Predominant behavior factors at an instance in time

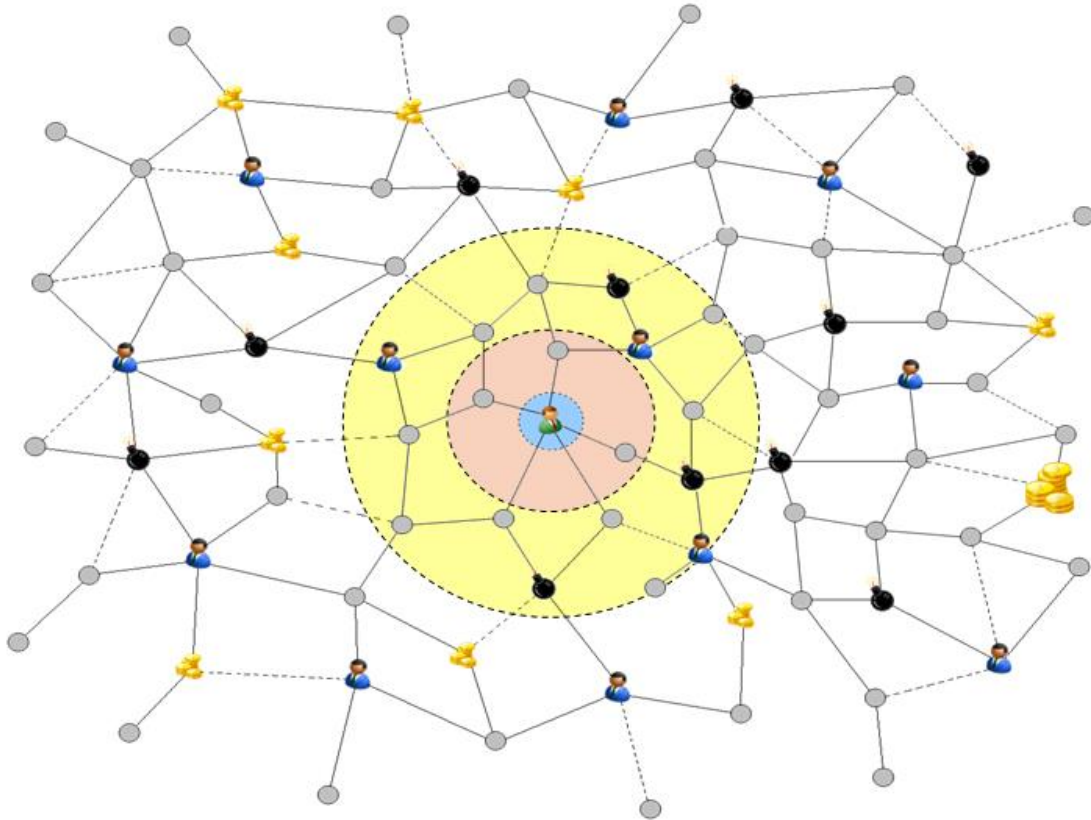


Figure 7.5 Business world from the perspective of the entrepreneur

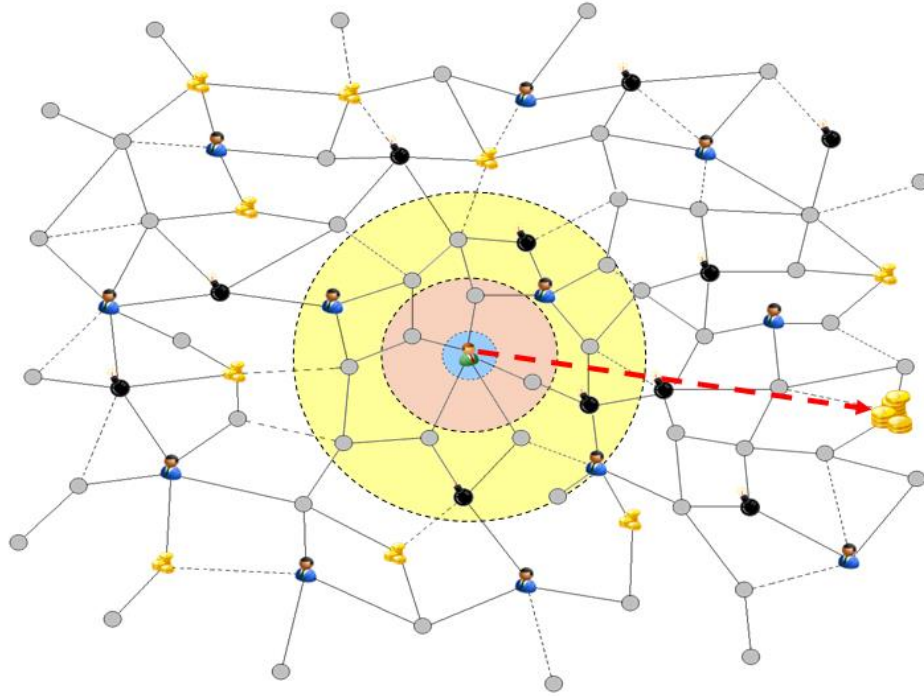


Figure 7.6 Opportunity identification

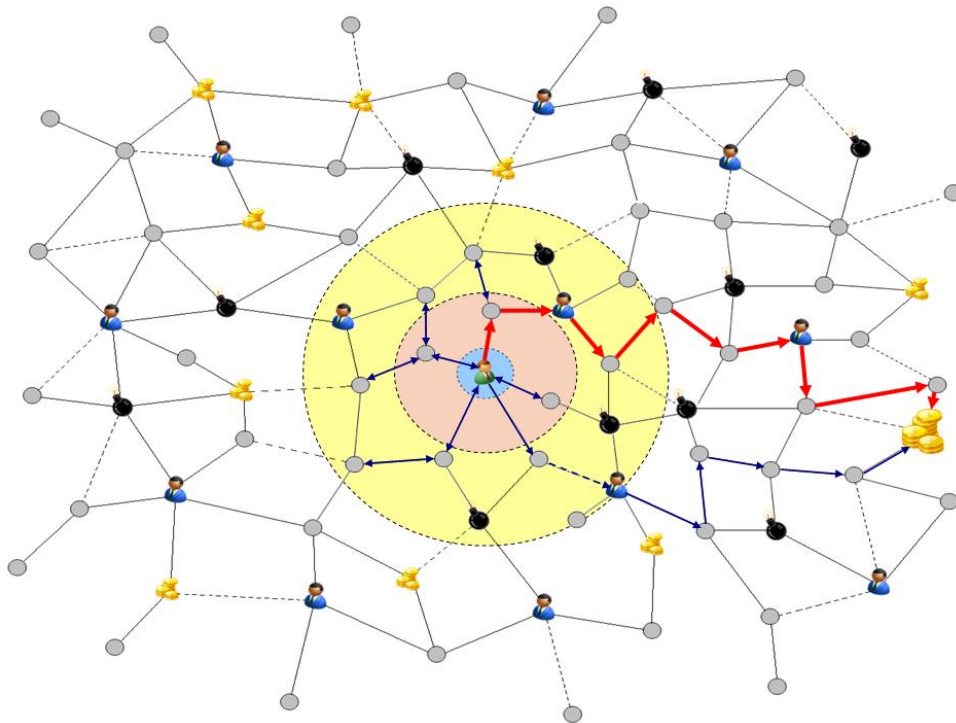


Figure 7.7 Pathway to success

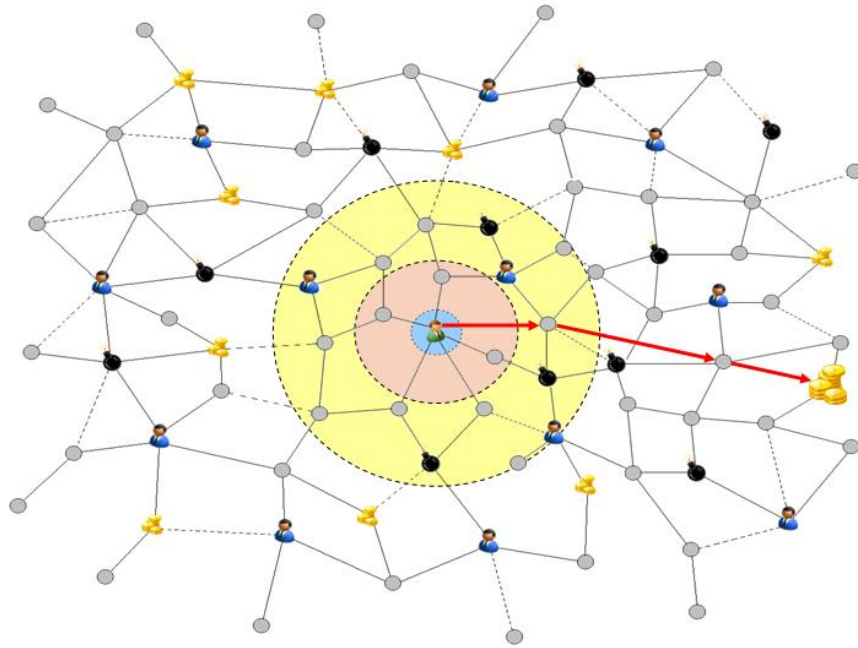


Figure 7.8 Building shortcuts to success

The diagram illustrates the 'How Diagram' in a 3D space. The vertical axis represents 'Profit potential' with levels  $E_1$  and  $E_2$ . The horizontal axis represents 'time' with points  $t_1$  and  $t_2$ . A blue box labeled 'Why' is positioned at  $(t_1, E_1)$  with a vector  $r_1$ . A red box labeled 'What' is positioned at  $(t_2, E_2)$  with a vector  $r_2$ . A path of figures connects the two boxes, with a yellow circle labeled 'Who' at the start and a red circle labeled 'Where place' at the end.

59



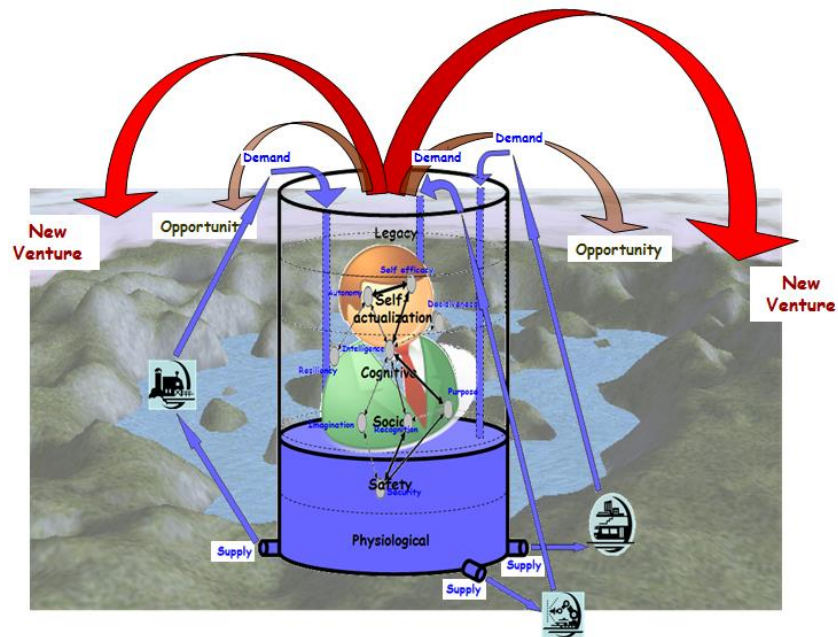


Figure 7.11 Converting opportunities to supply and demand streams

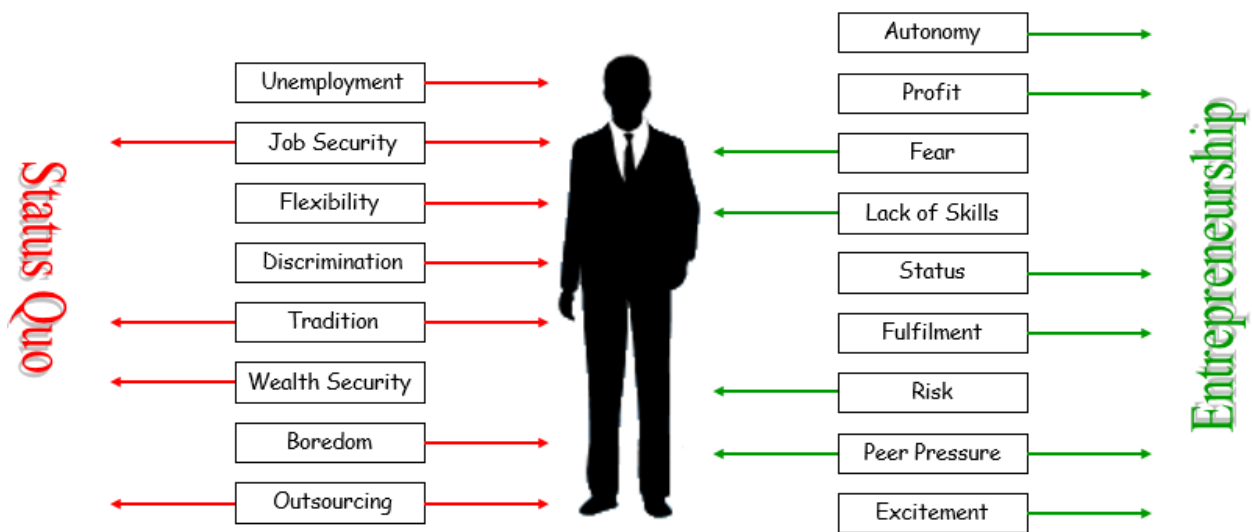


Figure 7.12 Pull and puss entrepreneurial drives



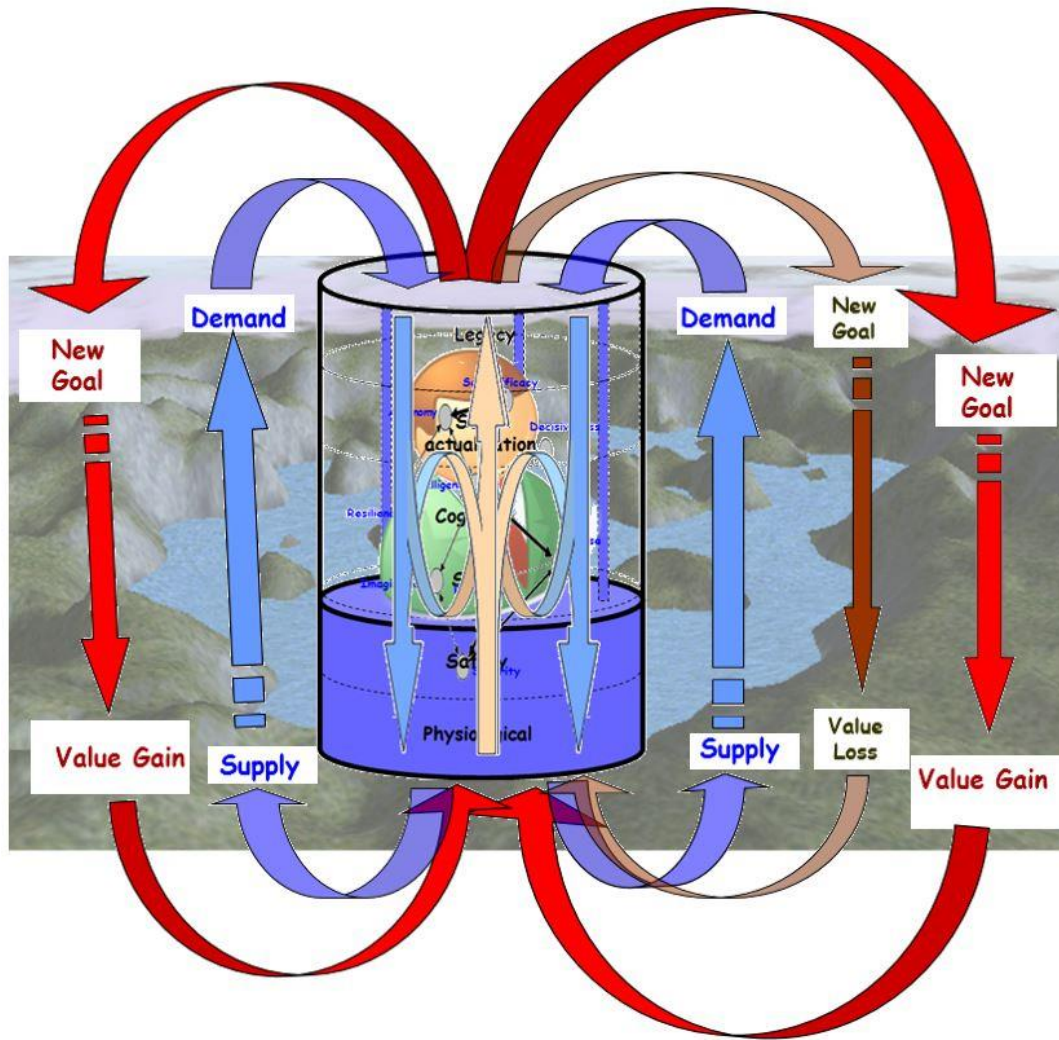


Figure 7.13 Entrepreneurial leader model

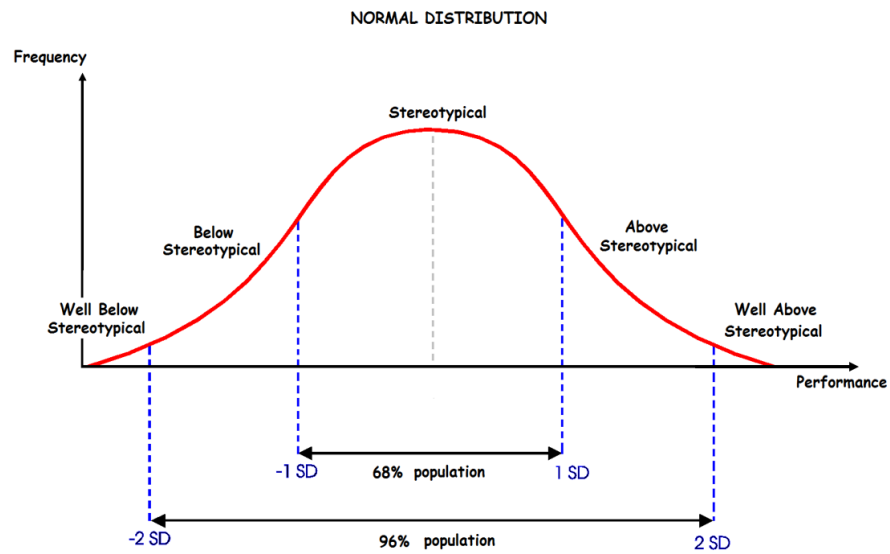


Figure 7.14 The normal distribution of stereotypes