

*The difference between management and leadership is well known. For the question, how leadership is lived and can be learned, it needs creative approaches to awakening curiosity and willingness to develop. ARGO presents an exciting way.*

## Rediscover Leadership

# CONDUCT – LEAD – ACT!



Esemble Prisma Wien

- Do you and your team need to deliver excellent results while being closely monitored?
- Are you involved in a constant balancing act between a variety of interest groups?
- Do you expect your staff to work hard towards a common goal?
- Are you surrounded by individualists who must be led to cooperate together?
- Have you given every member of staff a clear role, yet you still see a lack of synchronicity?
- Is your knowledge less up-to-date than that of your specialists, yet you must have their respect?
- As a management figure in a group of experts, is it your primary task to make an impact and get results?

### ***If so, then you are a manager – or maybe a conductor!***

At the invitation of the festival's major sponsor, Nestlé, artists and culture managers met in summery Salzburg to debate the subject of "leadership and creativity" (reported in Format, N34, 2010). Peter Brabeck-Letmathe, originating from Carinthia and for many years chairman of the Nestlé

Group, who himself once considered a career as a conductor, underlined the difference between management and leadership, "The art of corporate leadership involves combining constant renewal while discharging day-to-day business perfectly. To do this, you need both managers and leaders – at every level!", Brabeck-Letmathe says in Format.

It is a combination which, based on research by John P. Kotter (see also in NEWS, on last page), has long been a key element in ARGO's management training programmes: On the one hand, managers, who plan and control, who generate a certain degree of calculability and order and who have the ability to produce useful short-term results (precise deadlines, sticking to budgets, etc.); on the other hand, leaders, who generate renewal and have the ability to cause unusual, trend-setting changes (innovative customer-friendly products, new modes of operation that make a company more competitive, new ways of thinking and solving problems, etc.).

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# TOOLS

Continued >> TOPIC

Management is frequently taught, while leadership is often left to chance, with the hope that it will be learnt from supposedly good role models. John P. Kotter talks of the need for a 30:70 ratio in favor of leadership – a good reason to consciously check oneself with regard to this skill!

Like at Nestlé, where Brabeck-Letmathe invited a symphony orchestra to the headquarters in order to animate his leadership team through seeing an example of inspiring and inclusive leadership, in ARGO leadership programmes we can directly apply the metaphor of conducting:

In the "Conduct – Lead – Act!" seminar, managers have the opportunity to conduct a string quartet, and to use the experience to discover the effects of their own leadership behavior. ARGO has developed this concept with the violinist Florian Schönwiese, who could inspire the musicians from the Ensemble Prisma Wien for this project.

Whether and how they lead, which messages they are really sending, how transparent they are and how well they deal between underlying emotions; when the manager must be present as leader and where the manager interferes with the

flow; where managers disrupt and where they are effective. Participants get reflection about this and more from working directly with the orchestra.

On the one hand, they get the actual, audible result and feedback from the musicians and, on the other hand, they experience self-reflection, which is professionally guided. So it can be translated into the manager's everyday practice. In addition, participants receive input on cutting-edge management concepts related to "emotional intelligence" which together with the conducting experience provide a valuable, personal experience.

Whether spending a superb evening in a concert hall, or in a seminar waving a conductor's baton – rediscovering the pleasure and passion of leading is a crucial step towards generating innovative results!

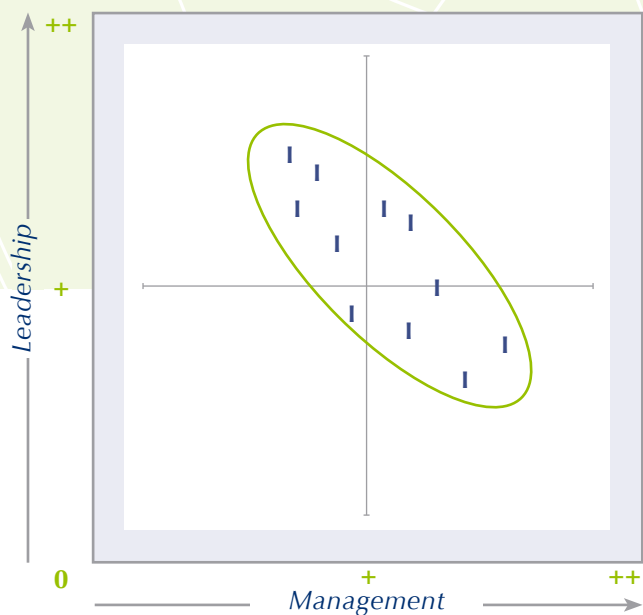
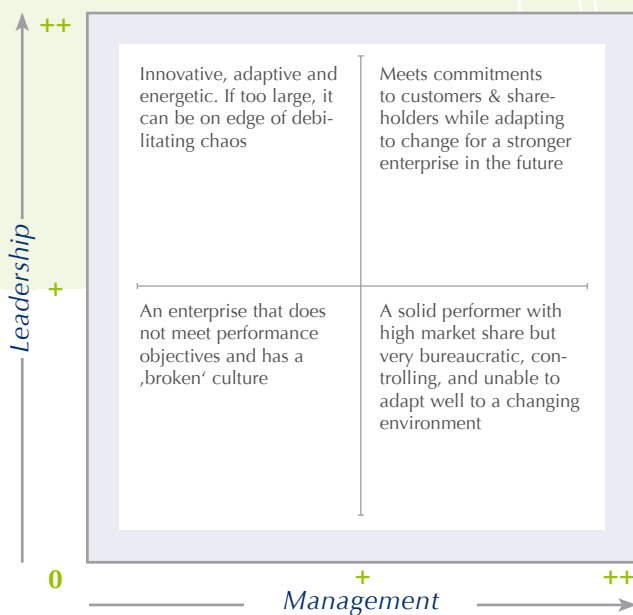
## Management vs. Leadership

## TOOLS

John P. Kotter, author of "Leading Bold Change, puts it this way: "Change is a team sport!"

To manage company success, a good balance of management and leadership in the leadership team is needed.

Kotter presents the consequences of balance and imbalance as follows:



How does this balance look like in your management team?

Classify your management team and discuss the picture of your company!



## | *Welcome on Board!*

### **ARGO vienna:**

We welcome on board Johannes Hindler, a young Consultant and Project Manager. We also welcome our new trainee, Christian Kaiser, who is to provide energetic support in the IT area.



Johannes Hindler



Christian Kaiser

### **ARGO zagreb:**

We are delighted that our branch in the south has acquired both Tomislav Bekec, a second Managing Partner with excellent experience in the sector, and Stjepan Werft, an equally experienced Trainer and Consultant!



Tomislav Bekec



Stjepan Werft

## | *“ARGO radar 2010 – Change and the illusion of the ability to plan”*

### **FACTS**

The objective behind our third ARGO radar 2010 is a presentation of the same name as that of this year's PzM Summit, to be held between 29th and 30th November in Vienna, and of our first ARGO business forum on 3rd November 2010 in Munich.

The 2010 ARGO business forum is entitled “Autonomy and the developmental limits in people and organizations – what is to be done?”. It will indicate the options, limits and conditioning factors involved in effectively managing and developing performance, people and companies. During the presentations and workshops in the ARGO business forum, we shall refer to the findings of the pre-survey, “ARGO radar 2010 - Change and the illusion of the ability to plan”, through which we aim to clarify the reasons why change processes in companies are effective or ineffective.

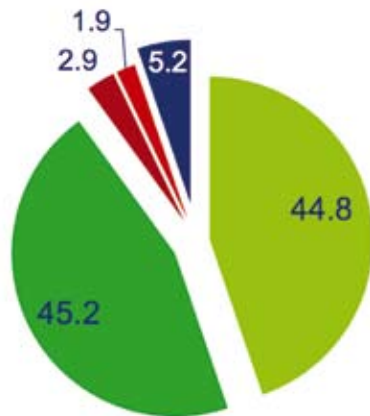
In so doing, we look at reactions to previous changes and their impacts, the commitment to those changes, the apparent reasons why changes fail, and what is expected of future changes.

With replies from 214 people (14% response rate), the main reasons that change processes fail were felt to be insufficient awareness of the need for the change amongst those affected (63% of the multiple nominations) and the ignoring of objections (62%). The surveyed also believe that also not taking the needs of individual employees into account (56%) plays a key role in the failure of change processes.

Commitment to the changes that have already been made is very high amongst those questioned (see chart, next page). However, there is a significant difference between management and staff, with far more managers than staff being completely behind the changes in their companies.

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## Regarding the changes in the company, I personally feel that I...



n=214  
1,9% n/a  
Figures in percent

- ... am 100% behind them
- ... am mostly behind them
- ... am generally not behind them
- ... am not behind them at all
- ... would be more behind them, if



- communication were better and more open/ there were policy of more actively keeping staff informed
- there were more focus on sustainability/ plans were long-term
- I had been genuinely involved in the changes/ the rationale had been explained to each individual
- staff needs were given greater consideration, objections were not ignored and the urgency were explained

Graphic: All commitment to the changes made

**To summarise ARGO radar 2010:** By taking the individual needs and objections of affected staff into account, and by clarifying the benefits that individuals affected will gain

### Preview

- In October 2010 Barbara Thoma and Ronald Thoma became certified John P. Kotter "Leading Bold Change" Trainers. We look forward to our penguins!



- On November 3rd, 2010 ARGO munich will be hosting the ARGO business forum 2010 on the subject "Autonomy and the developmental limits of people and organizations – What is to be done?". For more details, go to [www.argo.at/events](http://www.argo.at/events). Personal invitations will be sent out.
- On 29th November 2010 the Gesellschaft für Prozessmanagement and ARGO Personalentwicklung GmbH, as the supporting company, are hosting the Business Talk "Flexible and Attractive – Process Management as a stability factor during change!" in the Festsaal at the Technical University in Vienna. Personal invitations will be posted to you.

from the change and the urgency of the change, companies will make their change processes more manageable and effective. If, moreover, a positive emotional response to the projected change is generated, if the work done by the affected staff prior to the change is sufficiently appreciated, and if the cultural rules of the game that apply in the workplace are adjusted to meet the requirements of the change, the likelihood of the company's change processes being implemented successfully and long-term commitment being gained, will increase.

We would here like to thank you for taking part in ARGO radar 2010. If you are interested in the overall findings of ARGO radar 2010 and in attending the ARGO business forum 2010 in Munich, further information is available from our homepage [www.argo.at](http://www.argo.at) under the "Events" button, or send an email to [s.maurer@argo.at](mailto:s.maurer@argo.at).



### Editorial

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**I look forward to hear from you.**