

Appendix

List of Interview Partners

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Co-Founder and CEO at Produk.me, Lecturer in Entrepreneurship and Innovation, Haas School of Business at University of California, Berkeley, Advisor at Padloc LLC

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President IMPACT Group, Founder of The Uncommon Leadership Institute

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Dr. Jeannie Kahwajy

CEO, Effective Interactions

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Dr. Cynthia Scott

Consultant, Core Faculty, Sustainable Leadership, Presidio Graduate School

Kate Sherwood

Founder, Execution Strategy, Managing Director

Questionnaire

“The Future of Leadership”: Major topics to be addressed during the interview
 Your own perspective of leadership – what is important to you?
 Let’s talk about future trends of leadership:

- Trend 1: Individualization
- Trend 2: Transition to Flexibility
- Trend 3: Demography
- Trend 4: Rapid Social and Economic Changes
- Trend 5: Social Responsibility and Sustainability

The future of leadership – my personal conclusion!

Professional Roles and Responsibilities

I like to gather some background information on your role, perspectives and responsibilities.

Which describes best your current role? (more than one selection is possible)

- A entrepreneur; owner
- B leader of company
- C leader of BU
- D consultant and trainer
- E lecturer, research fellow, associate professor, professor
- F Executive education provider
- G senior leadership expert, researcher
- H senior professional (i.e. IT, product development, supply chain, HRM, sales & marketing)
- I other, _____

Prior education: _____

I like to gather some background information on your role, perspectives and responsibilities.

In which domains do hold career experience? (more than one selection is possible)

- A entrepreneurship, ownership
- B leading a company (top management position)
- C leading a business unit, executive management
- D consulting and training leadership topics
- E teaching in bachelor, master and/or executive programs
- F research and development of leadership topics, tools etc.
- G working as a professional in one or more specific domains
(_____) please fill in

Please share the following information about your background and expertise:

- A How many years have you been working in your current role?
- B How many years have you been in a leadership-related role across your career?
- C In which industries did you hold leading positions?

_____, _____, _____, _____

D Your experience in working with leaders resp leadership topic is gained from the following industries: _____, _____, _____, _____

1. My own perspective on the topic of leadership

- 1.1 What are the specific leadership requirements you are confronted with in your daily working practice?
- 1.2 What does strengthen you in your position and what does help you to be successful?

2. Trend 1: Individualization

We have witnessed that organizational strategies and processes can be copied, however people not! The focus on people will increase and therefore the relevance to deal with individual positions and organizational needs will get more relevant.

2.1 “Personal leadership”: What kind of development do you expect for the leaders’ role and tasks? What will strengthen leaders in their position and what will help them to be successful in implementing “personal leadership”?

We see that organizational structures and roles evolve and overlap at an accelerated pace, changing the definition of roles in and outside. Cooperation, interaction, overlapping personal networks, competition, and connectivity will become major elements of future leadership.

2.2 “Co-leadership”: What impact do you expect from this development for leaders’ role and tasks? What will strengthen leaders in their position and what will help them to be successful in implementing “co-leadership”?

3. Trend 2: Transition to Flexibility

We see that “Generation App” and the maceration of solid structures within and outside the organization generate a liquid world with a lot of weak relations (“likes”). The relevance to give orientation will increase and be part of “liquid leadership”.

3.1 “Liquid leadership”: What impact do you expect from this development for leaders’ role and tasks? What will strengthen leaders in their position and what will help them to be successful in implementing “liquid leadership”?

We see that the availability of “big data” increases the complexity of decision making. “Cut out” of information are “new ideas” to handle complexity. “Start. Try. Fail. Restart. Retry” or “simply try” will be helpful in different leadership situations.

3.2 “Complexity leadership”: How will the role and tasks of leaders change due to the availability of “big data”, “technical possibilities” and the “wish to reduce complexity” to adapt decisions to reality? What will strengthen leaders in their position and will help them to successfully manage complexity?

4. Trend 3: Demography

We see that industrial countries face a drastic demographic change. In the future more co-workers will be older. Multi-generational approaches or age-related leadership will use the strength of each age and use it for the individual and organizational benefit.

4.1 “Age-related leadership”: What impact do you expect from the demographic development for the role and tasks of leaders? What will strengthen leaders in their position and help them to successfully lead diversity?

We see that the discussion about female participation in top management has increased substantially in the last years. To address the gap in representation, many EU countries have been imposing or are threatening to impose quotas. A number of scientists and practitioners speak of the existence of a specific female leadership style and argue for the necessity to assign leadership tasks to women.

4.2 “Gender-related leadership”: What impact do you expect for the role and tasks of leaders if women’s participation rate in top management positions will continue to increase? What will strengthen leaders in their position and help them to successfully lead gender diversity?

4.3 How can females or female leaders get supported to be successful?

5. Trend 4: Rapid Social and Economic Changes

A number of worldwide countries are facing some drastic social and economic turbulences (e. g. European economic crisis, political turbulences in Libya). The crisis has left some countries in rather unstable economic and social circumstances, threatening long-lasting prosperity and democratic principles.

5.1 “Change leadership”: In view of current economic, political and social unrest, which challenges do you expect for the role and tasks of leaders in the future?

The increased unification of the economic world order and recent economic difficulty facing a number of countries globally has increased job mobility and global flexibility. The social and economic impact of this development is an increasing diversity of employees in organizations and a growing interconnectivity among economies.

5.2 “Intercultural leadership”: In view of the growing internationalization of organizations and diversity of employees, which challenges do you expect for the role and tasks of leaders in the future? What will strengthen leaders in their position and what will help them to be successful?

6. Trend 5: Social Responsibility and Sustainability

In industrial countries, political actors and social authorities tend to highlight more thoroughly the significance of social and economic responsibilities of companies. Corporate social responsibility, corporate governance and sustainability will thus become more relevant for leaders.

6.1 “Sustainable leadership”: What impact will these ideas of corporate social responsibility, governance and sustainability have on leaders’ roles and tasks? What will strengthen leaders in their position and help them to be successful in implementing “sustainable leadership”?

Current theories and research argue that entrepreneurs tend to develop their business locally and tend to aim for more sustainable ways of economic growth. In contrast, managers are argued to have a stronger focus on quantifiable gains and hold a weaker interest in incorporating their business into local structures.

6.2 „Entrepreneurial leadership vs. Managerial leadership”: What differences do you see between entrepreneurs and managers in the performance of their duties now and in the future? What differences do you see between entrepreneurs and managers practicing sustainable and socially responsible forms of leadership?

7. The Future of Leadership – my personal conclusion

7.1 After reflecting about the future of leadership, my personal opinion is that the main difference from current leadership practices to future ones will be...

7.2 What kind of leaders do we need in the future?

7.3 What kind of followers do we need in the future?

7.4 To strengthen leaders in their leadership role they need.....

The IAP Institute of Applied Psychology

The IAP Institute of Applied Psychology has been the leading institute for applied psychology in Switzerland since 1923 by means of scientifically based and transfer oriented services. The IAP is part of the Zürich University of Applied Sciences. In

1948, the first soft skill leadership training program was founded in Switzerland at the IAP, the leadership seminar. Since then the IAP has become one of the most important scientific based and practical-oriented leadership training provider in Switzerland. Input and transfer sessions of relevant leadership issues, self-awareness, development of one's own personality as well as the ability to build effective leadership relationships used to be, and still are, core elements of the leadership education.

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