



Leadership: The Inconvenient Truth



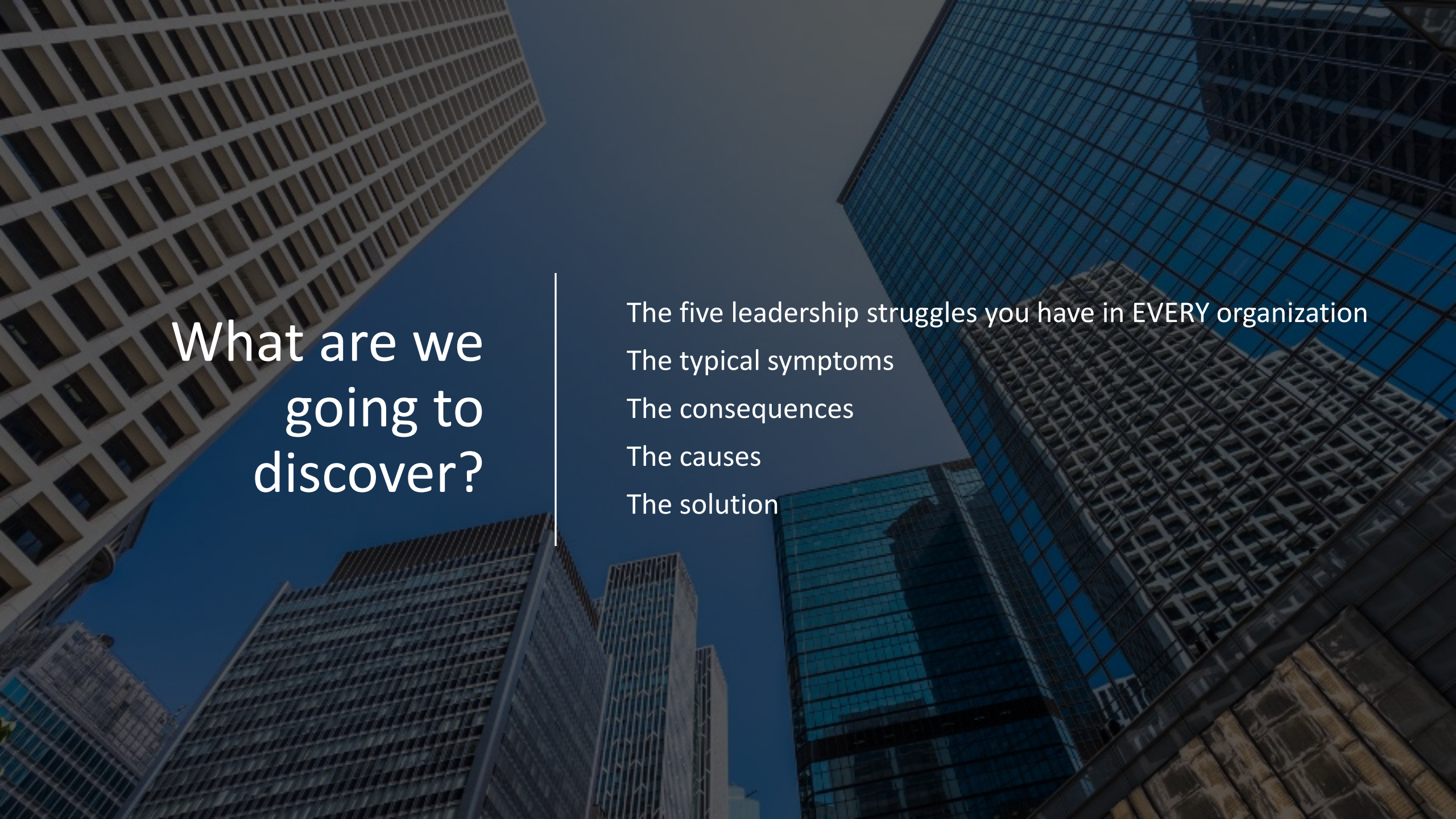
The image shows a vast collection of US dollar bills, primarily \$100 bills, organized into numerous stacks. Each stack is bound with a yellow rubber band. The stacks are piled high, filling the frame and creating a sense of immense wealth or a large sum of money. The perspective is from a slightly elevated angle, looking down into the stacks. The lighting is bright, highlighting the texture of the paper and the green and black ink of the bills.

Bad leadership has a huge cost



Inspiration

4,000 hours of mentoring of > 200
managers in > 50 companies

A low-angle, upward-looking photograph of several tall skyscrapers against a clear blue sky. The buildings are made of glass and steel, with their windows reflecting the sky. The perspective creates a sense of height and scale.

What are we going to discover?

The five leadership struggles you have in EVERY organization

The typical symptoms

The consequences

The causes

The solution



1. The whim of the day rules

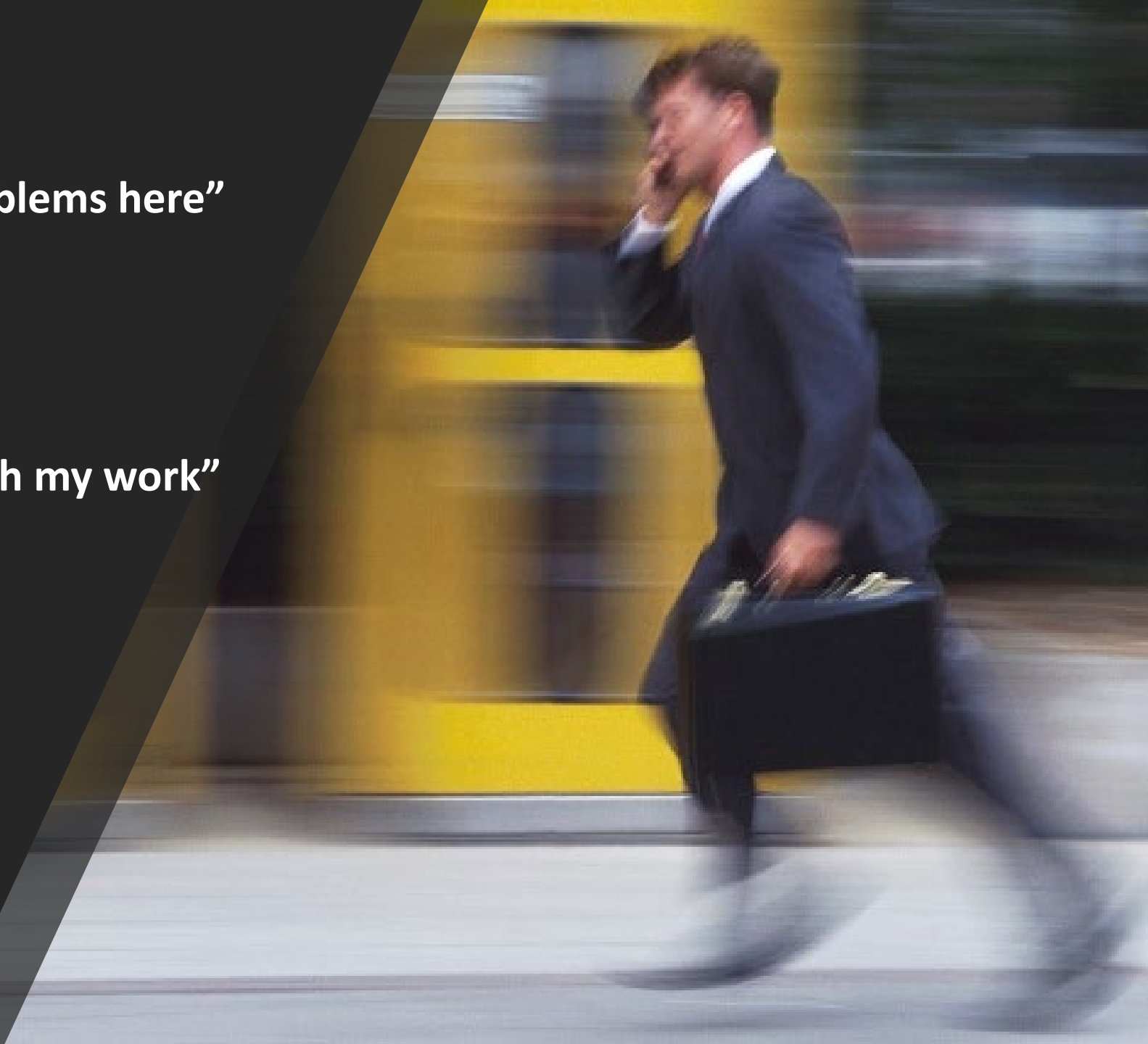
“I always have to solve all the problems here”

“Busy, busy, busy”

“I have never enough time to finish my work”

“We are sailing blind”

“Thank God it’s Friday”



A group of business professionals are seated around a long table in a modern office setting, engaged in a meeting. In the background, a large, realistic sculpture of an elephant's head and trunk dominates the left side of the frame. The scene is dimly lit, with a soft light source from the right. The text "2. The room is full of elephants" is overlaid in white, centered horizontally.

2. The room is full of elephants

“Everything is fine here, we all like each other”

“Can we talk for 5 minutes? Can you please close the door?”

“We shouldn’t make a tragedy”

“There are hidden agendas here”

“It’s we versus them here”





3. Football player becomes coach



“He is never there when you need him”

“She is in every meeting but never contributes”

“He always has to know everything what we do here”

“When things go wrong, it’s never her fault”

“He does everything to get what he wants”

EGO IS THE ENEMY



RYAN HOLIDAY

*Bestselling author of *The Obstacle Is the Way**

4

“It’s all thanks to me”

“Director, Head of CEEMA (Central and Eastern Europe, Middle East & Africa) and Latin America Equity Focus, Institutional Client Group – Fundamental Equity, Corporate & Institutional Banking – Global Markets, Deutsche Bank AG”

“It’s my way or the highway”

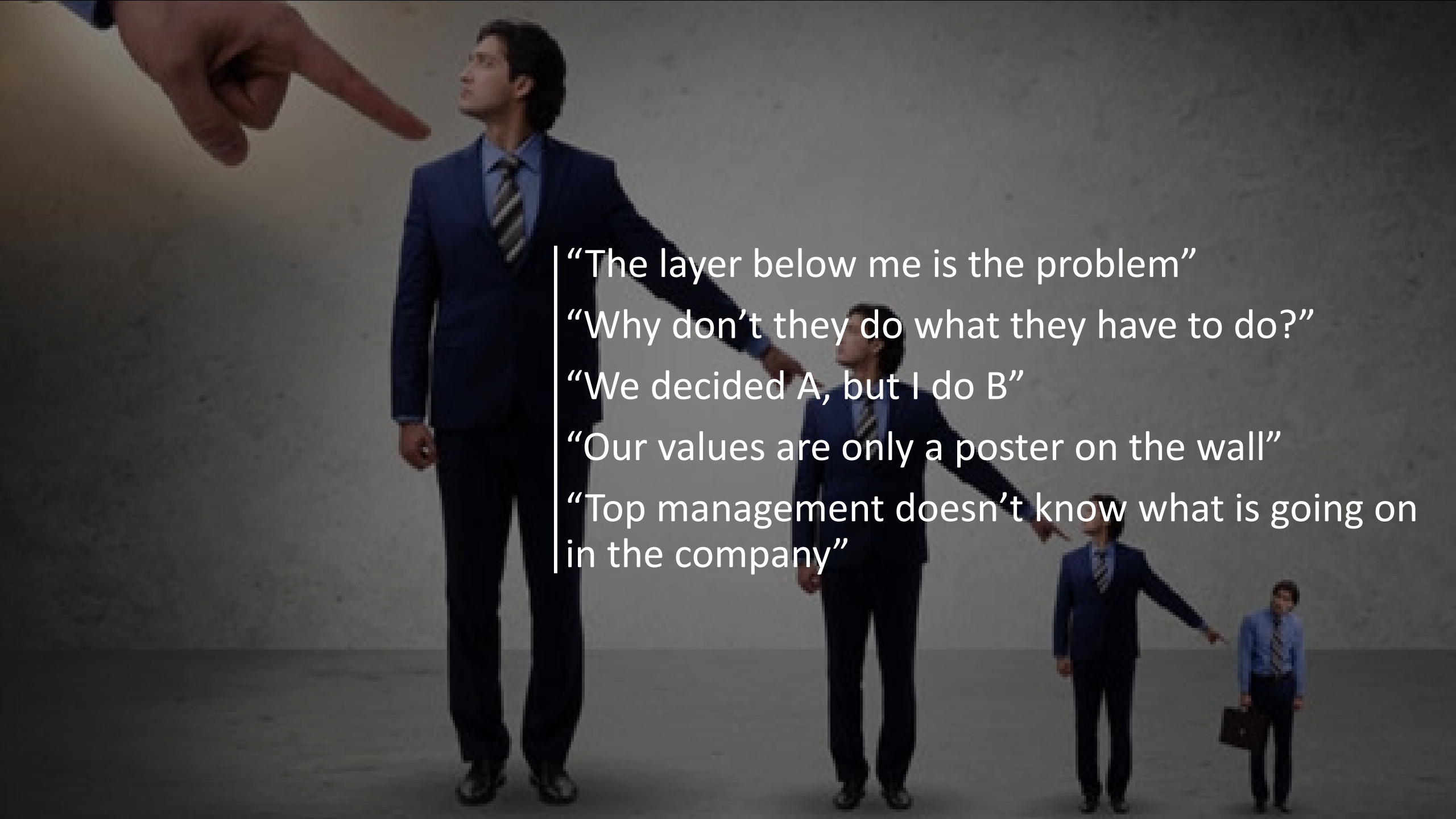
“Don’t get upset over nothing”

“If it’s not on my mind, I don’t think about it, I don’t care”





5. The fish stinks from the head



“The layer below me is the problem”

“Why don’t they do what they have to do?”

“We decided A, but I do B”

“Our values are only a poster on the wall”

“Top management doesn’t know what is going on in the company”

**Bad leadership
has a huge cost**



Micro level

Employee engagement drops

Sabotage

Burn out



A person in a light blue shirt is packing a large cardboard box in an office. They are holding a clear plastic container filled with pens and pencils. In the background, another person is sitting at a desk with a laptop. A small potted plant is on the desk in the foreground.

Macro level

Reputational damage

Talent retention issues

Talent attraction struggles

Lower than expected growth

Costs not under control

Shrinking market share

Shrinking market valuation

The causes



A man with a beard and glasses, wearing a dark blue suit jacket over a white shirt, is looking at his reflection in a round, gold-framed mirror. He is smiling and giving a thumbs-up gesture with his right hand. The background in the reflection shows a white shelving unit with various items. The overall scene is set in a room with light-colored walls and a wooden door frame visible on the left.

Lack of self-knowledge & self-insight

Impact of childhood & education

The strict parent

The demanding parent

The absent parent

The bullied child

The emblazoned child

The over-protected child

The unsafe home environment



Impact of previous jobs (company cultures & managers)





**The past is the source of lots
of fears**

**I am not important (anymore)
I won't be any good for anything
The others are smarter than me
Nobody takes me seriously
The others have more success than me
I don't dare to admit that I don't know
the answer
I don't want to admit that I was wrong
I am going to fall through the basket**

A man and a woman are seated at a dark wooden table, each with a laptop. The man, on the left, is wearing a dark jacket and has his hand to his chin in a thoughtful pose. The woman, on the right, is wearing an orange sweater and also has her hand to her chin. Behind them, a grey wall is covered with numerous green and pink sticky notes arranged in a pattern that resembles a brain or a complex network. The text "How to avoid?" is overlaid in the center of the image.

How to avoid?

A group of five business professionals are seated around a white table in a meeting room. From left to right: a woman with blonde hair in a grey blazer, a man with a beard in a dark suit, a woman with red hair in a grey blazer (seen from the back), a woman with red hair and glasses in a grey blazer, and a man in a dark suit. They are all looking towards the center of the table. There are white coffee cups and papers on the table. A clock is visible on the wall in the background.

Don't focus exclusively on the functional aspects in the selection process

Get insights in how well they know themselves

Get insights in their past

Ideally before they get the leadership role

This requires advanced empathy

Life-long learning & development

**Do you still tolerate the
cost of bad leadership?**



NEWSLETTER

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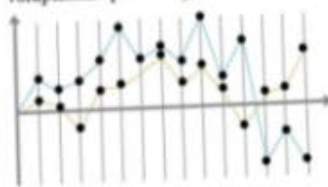
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