

## The New Role of Executives in the Analog-Digital Future

*„If we don't become faster – the World would outstrip us...“ (Dr. Roland Busch, CEO Siemens AG, Focus-online am 18.7.2023)*

### 1. To learn from others is the key for ai-solution-oriented thinking and working.

The traditional model of the manager is that of an outstanding person who lays down the direction, who makes key decisions and mobilizes the team of employees. This executive can be compared to the “skipper” on a sailing ship or to an engineer in an engine room, seeing to it that there is the right drive. **What, however, does a skipper** do when a part of the crew or the whole crew is listless and / or completely lacks the will to navigate, to set sails, to take over menial jobs, but rather pursues other (for example private) interests?

This is why traditional attempts at leadership have a rather counterproductive effect when they are applied to mature, well trained and self-confident employees. The tacitly accepted monopoly of an executive within a straight line of command does no longer exist. Sometimes it is really surprising that employees, in spite of “bad leadership”, are still fully working with determination and dedication. **The important issue is how to instal enthusiasm for certain goals and/or new (ai-)processes into the employee heart with authenticity and credibility.**

**Most Executives, however, are not process-oriented.** According to Hammer and Champy they rather focus on problems, individual tasks, positions, peoples' weaknesses and “occupy” hierarchical structures. Anxiously, the ‘leaders’ delimit themselves against those ‘to be lead’, for example by showing a lack of confidence in those people, by arrogance, workplace bullying, exorbitant salaries / bonuses / severance pays of the management are the key for doing so. But for them is learning from others a foreign word!

### 2. It is the behaviour which in the end determines whether the company has employees who are for or against the company!

If a large-scale goal is to be achieved, employees are mostly willing to perform on a more-than-average level. To continuously demand top performance, however, can be counterproductive. If this is demanded, it has a de-motivating effect and in the long run may even have a pathogenic effect on people. I'm often asked: Which is the best way to instil employees with long-term enthusiasm for project-, department- or company-related goals and make them commit to these goals?

The answer is: There is no way! This would be manipulation. The employee must be self-motivated for the Mindset-Change. For this reason, goal-related agreements, which are drawn up and agreed upon with employees but are not based on motivation, are not effective. It is the **behaviour of the executive** which in the end determines whether the company or the organization has employees who are for or against solution-oriented thinking and working!

The important thing is: The executive instils enthusiasm by supporting the employee in accordance with the situation so that the employee personally achieves good results and thus develops “**genuine**” **enthusiasm** for his/her work and the respective goals. In this context it is up to the executive to appoint the “right + skilled” employees according to their abilities, to network them and to demand fulfilment of the agreed-upon performance at the precise time (= **Networked Leadership**).

### 3. The Future is the 360-Degree Networked Management.

Some employees are quicker and more daring, others who move at a slower pace need railings along their way and/or a ‘first-aid-attendant’ within reach in case they stumble or fall. The increasing complexity of all kinds of conditions requires executives and employees who, by having been employed in various fields and projects, have learnt to ‘**see beyond the end of their own noses**’ and have thus acquired key qualifications like interdisciplinary knowledge, decision-making abilities and powers of self-assertion. This is the only way to generate intelligent, namely systematic team and project work. So-called ‘**black holes**’ in the **company’s know-how** will then no longer exist because the employees will know what they are supposed to know in order to drive innovations and important ai-changes. What is more decisive, however:

**Which Values and which Image of the company reach the customer.** It is moreover relevant which contribution is made toward the added value and which are the costs this process entails. During the decisive stages, the focus should be directed to ‘what is really feasible’. In this case leadership becomes – in an exaggeratedly worded fashion – an end in itself within the company. Departments, responsible for procurement, production, marketing, sales + service and administration, are ‘centres of power’. BUT NOW it is the interdisciplinary, networked process - also with partners and competitors - which is given priority.

**The (AI-) Digitalization in working would have a cultural effect on each company – sooner or later.** The main point is to establish an analog-digital corporate culture and to also live it. The biggest difficulty thereby is to provide and realise the impetus for this **hybrid-cultural transformation** – old thinking and working habits must be changed rapidly.

**The best companies are moving away from purely hierarchical organizational structures... they instal the 360-Degree Networked Management.**

These enterprises, being above average pioneers, are characterized by recognizing and solving problematic changes more quickly with their **Digital Platform System** and creating **a Neurological Mindset Change**. They invest by far more into analog + digital Innovation and Knowledge Management than competitors do, to get the best ideas and solutions. For this goal established processes and rules, having been agreed upon and being observed by the participating (external) parties + partners, are applied and supported in **Future Innovation & Knowledge & Simulation Labs/Camps**.

**Topical Examples:** BMW FIZ-(R&D-)Future, Munich; BOSCH AI-Digital R&D-Campus, Renningen n. Stgt.; Daimler Networked Factory 56, Sindelfingen; Google Moonschot-Innovation-Campus + Uni St. Gallen + TUM Muc; Siemens Metaverse-Campus, Erlangen; Lidl&Schwarz Innovation parc artificial intelligence (Ipai), Heilbronn, etc.

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