

Content

- Preamble 5

- Part 1: Conceptual and methodological foundations 15**

- 1 The paradigm shift 17**
- 1.1 The worldview of modernity 18
- 1.2 The transition to postmodernism 21
- 1.3 We are witnessing the emergence of a new paradigm – fortunately! 23
- 1.4 The paradigm shift in management 24
 - 1.4.1 Society in flux 25
 - 1.4.2 Organisations in flux 25
 - 1.4.3 Leadership in flux 33
- 1.5 Conclusion 39

- 2 Theoretical foundations of Positive Leadership 41**
- 2.1 Systemic thinking 41
 - 2.1.1 Cybernetics 42
 - 2.1.2 Constructivism 43
 - 2.1.3 Systems theory 43
 - 2.1.4 Systemic thinking and leadership 44
- 2.2 Positive psychology and happiness research 44
 - 2.2.1 Why do we need emotions? 45
 - 2.2.2 The significance of positive emotions 46
 - 2.2.3 Happiness research 49
- 2.3 Brain research 52
 - 2.3.1 Emotions and intellect cannot be separated 52
 - 2.3.2 Our brains learn to learn 54
 - 2.3.3 Our brains are self-organising 54
 - 2.3.4 Our brains are »social« 55
 - 2.3.5 Our brains »make sense« 56
 - 2.3.6 Brain research and leadership 57
- 2.4 New economics 58
 - 2.4.1 Competing schools of thought 59
 - 2.4.2 Economics and happiness 60
 - 2.4.3 Economics and emotion 61

3	What is »positive leadership«?	65
3.1	What does »positive« mean?	65
3.1.1	The positive is what is »real«	65
3.1.2	The positive is now	66
3.1.3	The positive is »normal«	66
3.1.4	The positive is »valuable«	67
3.2	What does »leadership« mean?	67
3.2.1	The meaning of leadership	69
3.2.2	The tasks of leadership	72
3.3	A positive image of work	74
3.3.1	Definition: Work	74
3.3.2	»Alienated work«	75
3.3.3	The birth of Scientific Management	76
3.3.4	Lean Production and the Toyota model	77
3.3.5	Knowledge as a central productive force	78
3.4	Organisational energy	79
3.4.1	What is energy?	79
3.4.2	Measuring organisational energy: The energy matrix	81
3.5	The three positive principles: Sense, confidence, and influence	86
3.5.1	Positive principle #1: Meaning	87
3.5.2	Positive principle #2: Confidence	88
3.5.3	Positive principle #3: Influence	89
3.6	Conclusion	89
4	Central instruments and concepts of positive leadership	93
4.1	Solution-oriented questioning: entering the realm of solutions	94
4.1.1	Problems – do they exist?	94
4.1.2	A solution-focused approach instead of »problem hypnosis«	94
4.1.3	A solution-focussed approach to management	95
4.2	Appreciative Inquiry: Radical resource orientation	96
4.2.1	The roots of Appreciative Inquiry	96
4.2.2	Philosophy and attitude	97
4.2.3	The AI interview	97
4.2.4	The AI process of change	101
4.3	Large groups: All together now!	103
4.3.1	Different formats	104
4.3.2	The »whole system« in one room	105
4.3.3	Areas of application	106

4.4	POS – Positive Organizational Scholarship and positive deviation	108
4.4.1	Positive deviation as a new method of measurement	108
4.4.2	Positive deviation and leadership	110
4.5	Strengths-based Leadership	111
4.6	Flow	113
4.6.1	The eight components of flow	113
4.6.2	The art of positive leadership	114
4.7	Conclusion	116
Part 2: Positive Leadership in practice		117
5	The three dimensions of leadership	119
5.1	Leading oneself	120
5.2	Leading people	121
5.3	Leading the organisation	123
6	Leading oneself positively	125
6.1	Becoming an efficient leader	125
6.2	Positive self-reflection	125
6.3	Instruments of positive reflection for the person	127
6.4	Instruments of positive reflection on a leadership role	133
6.5	Instruments of positive reflection on your own work	135
6.6	Out of the box!	139
7	Leading people positively	141
7.1	Introduction	141
7.2	Creating positive communication	143
7.2.1	Reflect on your image of your employees!	144
7.2.2	Consciously shape your behaviour!	146
7.3	Mobilising energy: provide meaning!	147
7.3.1	Provide meaning by encouraging self-reflection	148
7.3.2	Provide meaning by means of the »bigger picture« of work	148
7.3.3	Create a positive vision of the future	151
7.3.4	Provide meaning by way of qualitative goals	154
7.4	Focussing resources: Create confidence!	158
7.4.1	Spread confidence by providing impulses for positive self-reflection	159
7.4.2	Select employees on the basis of their strengths – not their position	159
7.4.3	Support the performance process	161
7.4.4	Support problem-solving processes!	163

7.5	Give and exert influence!	165
7.5.1	Decisions and power as a medium of leadership	165
7.5.2	Positive direct communication	167
7.5.3	Positive organised communication	170
7.5.4	Positive informal communication	174
7.5.5	Give influence! Be demanding of your employees! Empower them!	175
7.5.6	Delegation – involvement – empowerment	178
7.6	Conclusion	183
8	Leading an organisation positively – creating positive organisations	185
8.1	Positive images of organisations	185
8.2	The meaning of organisations	187
8.2.1	Satisfying needs and solving problems	187
8.2.2	Contribute to society	187
8.2.3	Survival	189
8.2.4	Characteristics of positive organisations	190
8.3	Creating positive organisations: Organisational design	190
8.3.1	Organisational design as a leadership task	190
8.3.2	Developing your own organisational design	194
8.3.3	The organisational design process in 10 steps	194
8.4	Designing the change process: Positive change	215
8.4.1	Change as a process of organisational learning	215
8.4.2	Positive change as a learning journey	217
8.4.3	Important stages of the change process	218
8.4.4	Road map for sustainable change	221
8.5	Leadership designs itself: Developing positive leadership	222
8.5.1	Meaning and values of leadership: Create a mission statement for leadership	223
8.5.2	The end of lonesome heroes – team work and lateral cooperation	226
8.6	Conclusion	230
9	Implementing positive leadership effectively: Nothing good will happen unless you do it yourself	231
9.1	Appreciation and limitations of positive leadership	231
9.2	Energy check	232

9.3	Inspiration for your implementation	233
9.3.1	Three premises for leadership learning	235
9.3.2	Design your personal learning process	236
	References	239
	The author	243