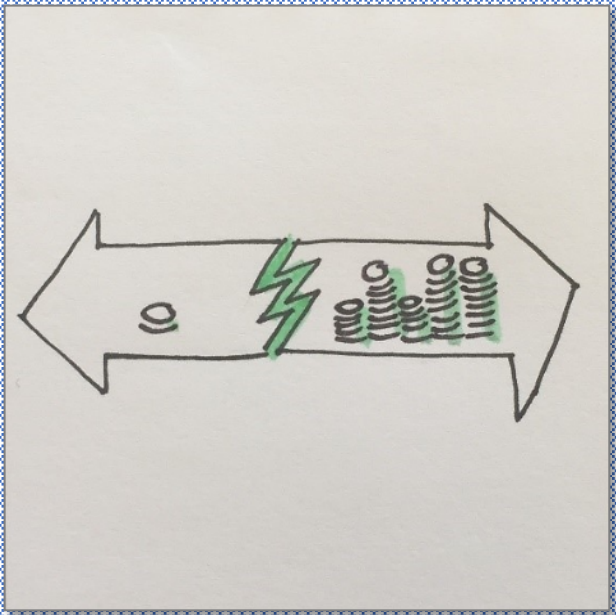


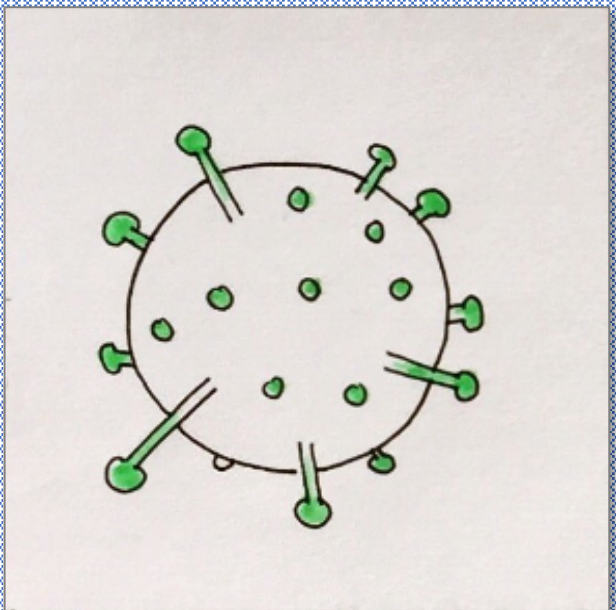
**Societal changes**



**Contradictions  
in the world**



**Changing infrastructure**



**Unforeseeable changes in  
circumstances**

**Local focus vs globalisation**, individualism vs solidarity, poor become poorer while rich become richer, social interconnectedness vs loneliness, **digital innovators vs “off-liners”**, consumption as a form of leisure vs CO2 reduction and a commitment to environmental concerns, over-qualified applicants vs school dropouts, **political left vs political right**.

Leading Tomorrow – Environmental Factors

Changes to circumstances caused by (unexpected) global events such as **economic crises**, Covid-19, **natural disasters** or wars, which then impact political attitudes, economic cycles, standards and laws.

Leading Tomorrow – Environmental Factors

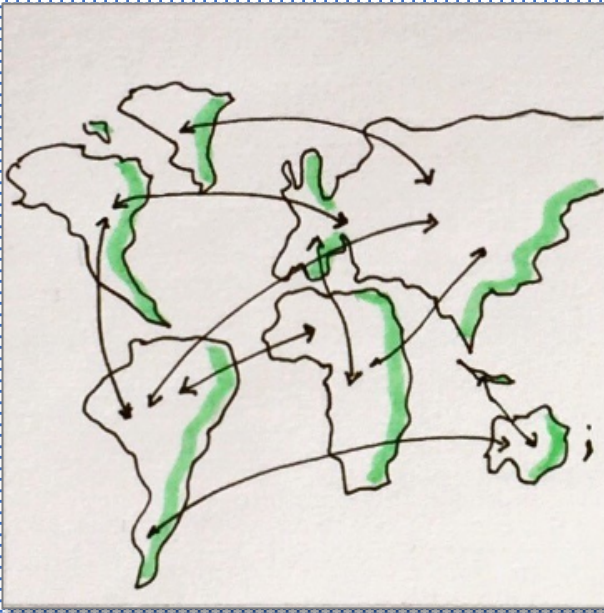
Changing nature of relationships; family structures; care for children and the elderly; and **traditional gender roles**. Changes to the **age structure** due to longer life expectancy and an increase in the birth rate.

Changes in the **importance of different aspects of life** for different generations and at different stages of life, for example work and career, family, friends and “me-time”. Increase in the **diversity of cultures and values** thanks to integration of refugees, immigration of skilled workers etc.

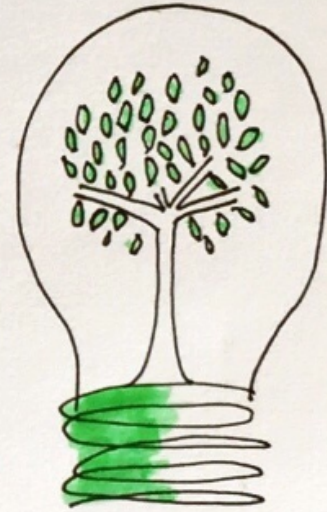
Leading Tomorrow – Environmental Factors

**Changes in mobility** and logistical possibilities due to new service offers and capacity constraints. Expansion of **information and communications systems** (5G etc.) providing new opportunities. Access to healthcare, education and social systems and the quality of service.

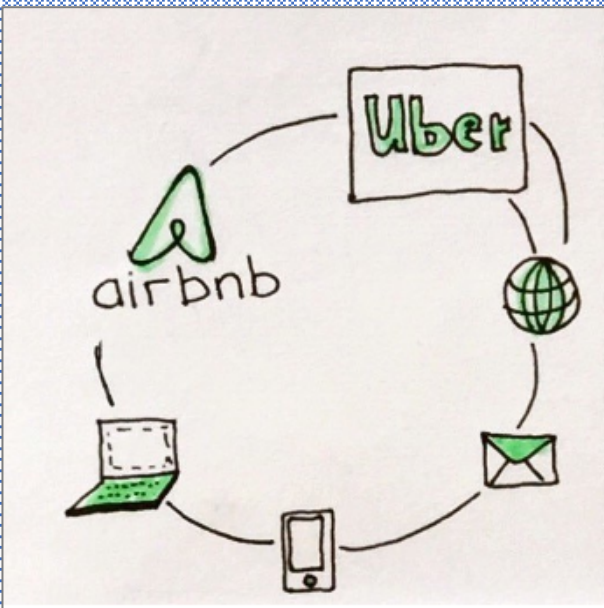
Leading Tomorrow – Environmental Factors



**Dynamics of the  
procurement and sales  
markets**



**Sustainability and social  
responsibility**



**Digitalisation and new  
business models**



**Changes in the labour  
market**

Scarcity of available **resources** (crude oil, natural gas etc.). Trend towards renewable energies and a reduction in energy consumption. Increase in tangible **climatic changes**.

**Newspaper headlines** and public reaction due to a perceived lack of social responsibility, negligence in handling safety measures or other forms of misconduct committed by a company or individual.

Leading Tomorrow – Environmental Factors

Changes in the competitor landscape, **globalisation of competition**, global logistics, concentration of product manufacturers or raw material extraction in certain regions / countries (Asia, Africa, Arabian Peninsular etc.).

Political stability and a reliable legal system as locational advantages.

**Technological breakthroughs** and changes in the production process, changing customer needs and **customer behaviour**.

Leading Tomorrow – Environmental Factors

**Oversupply or undersupply of skilled workers** depending on the job role. Increased or more flexible retirement age, greater **mix of ages** within teams.

Increase in the information and service sectors with a shift towards **knowledge work**. At the same time, a resurgence in local manufacturing due to new technologies (e.g. 3D printers).

Leading Tomorrow – Environmental Factors

**Digital tools** to support or automate stages of work (iPad, robots etc.). Use of artificial intelligence and data simulations (e.g. optimising the timetable). Voice computing and chatbots (e.g. Siri) to process simple tasks.

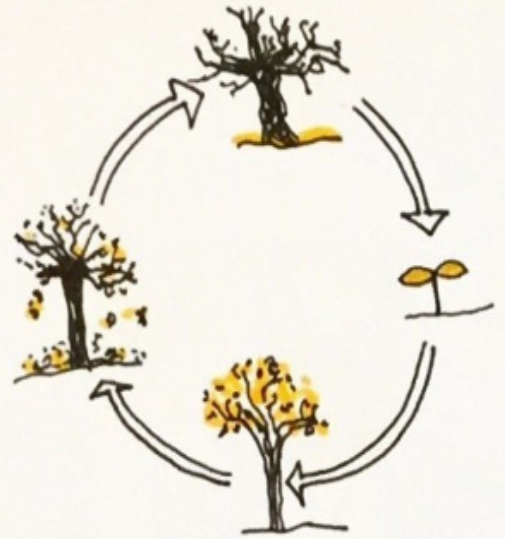
Development of new (platform-based) **business models** (Uber, AirBnB).

Leading Tomorrow – Environmental Factors





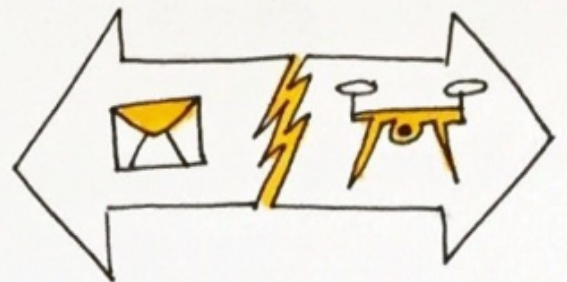
**Dissolution of corporate boundaries**



**Increased rate of change**



**Cost sensitivity and uncertain profits**



**Contradictory trends within the company**

**Personnel changes** which greatly impact company divisions, strategy etc. (e.g. CEO, CFO, Management Board members etc.).

Adjustments to **strategy** or strategic priorities. Further development of the **company culture** (e.g. formula for success).

Adjustments to the **organisational structure**, processes (e.g. introduction of new business models, process orientation etc.) or subsidiary structures (e.g. Cargo).

Adjustments to standards, **regulations** and rules (e.g. safety, compliance, etc.).

Leading Tomorrow – Company Factors

Integration of upstream and downstream production steps in the **company network**. Cooperation with competitors, incorporation of suppliers and customers in the manufacturing process. Outsourcing of individual work stages (outsourcing, nearshoring and offshoring).

Leading Tomorrow – Company Factors

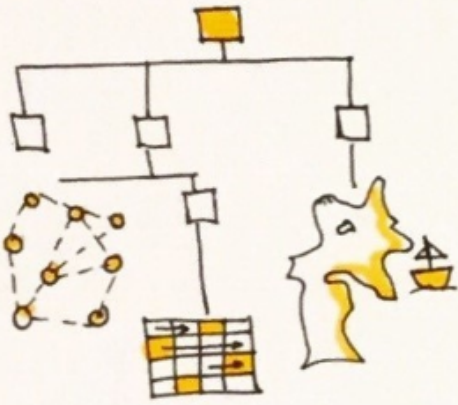
**Rail excellence vs the mobility of the future**, zero tolerance for error vs trial and error, centralisation vs decentralisation, standardisation vs flexibilisation.

**Insecure sales trends** due to external factors such as changing customer behaviours. **Increase in investment costs** for ensuring product quality (punctuality, cleanliness, etc.).

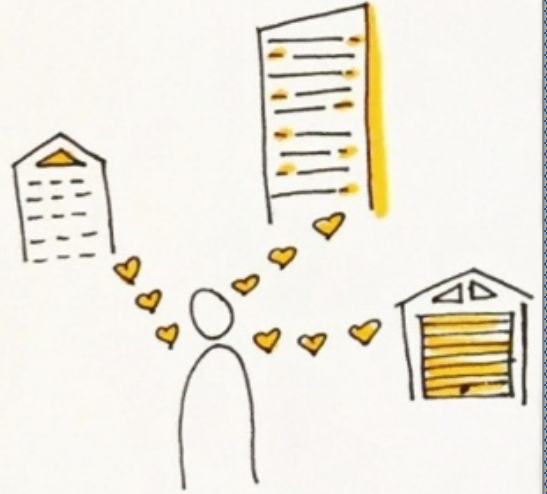
**Uncertain profit outlook** with a spending or hiring freeze taken as an immediate measure.

Leading Tomorrow – Company Factors

Leading Tomorrow – Company Factors



**Diversity of organisational structures**



**Diversity of forms of employment**



**Making individual contributions visible**



**Changing career profiles**

Part-time, **job sharing**, fixed-term employment, "borrowing" employees (internships, secondment etc.).

**Several employment relationships** in the same company or in several companies, partial self-employment.

**Flatter hierarchies**, larger span of leadership. Project teams, role specialisation, matrix structures, task forces, **agile teams**, self-organised divisions. Cooperation and **network organisations**.

Leading Tomorrow – Company Factors

Leading Tomorrow – Company Factors

Changing, disappearing or emerging **career profiles**.

Reduction of the **half-life of knowledge** with the need for continuous learning or forgetting. Deepening of specialist knowledge and a simultaneous expansion of general knowledge.

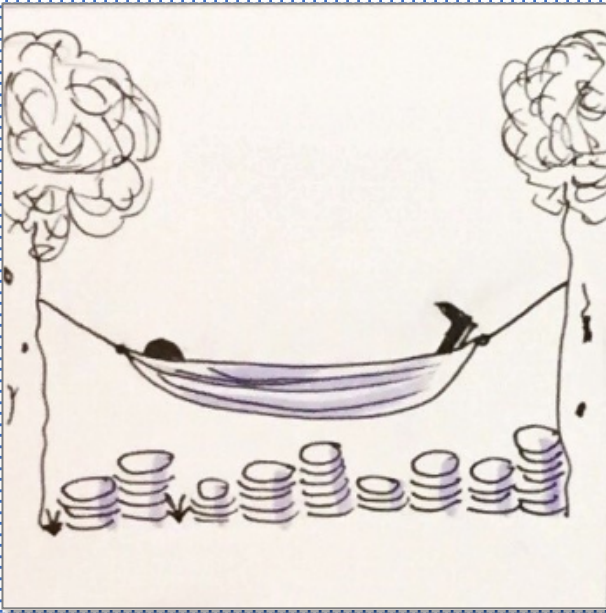
Creation of **new fields of knowledge**, expansion of new ways of learning to include knowledge communities, retrospection, etc.

Disclosure of (individual) goals and **responsibilities** within the team / company. Disclosure of (individual) contributions / **the progress of work** in team meetings, stand-up meetings, etc.

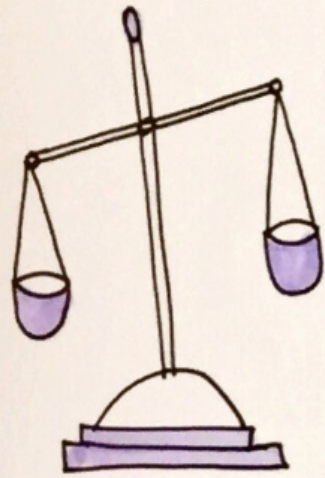
Leading Tomorrow – Company Factors

Leading Tomorrow – Company Factors

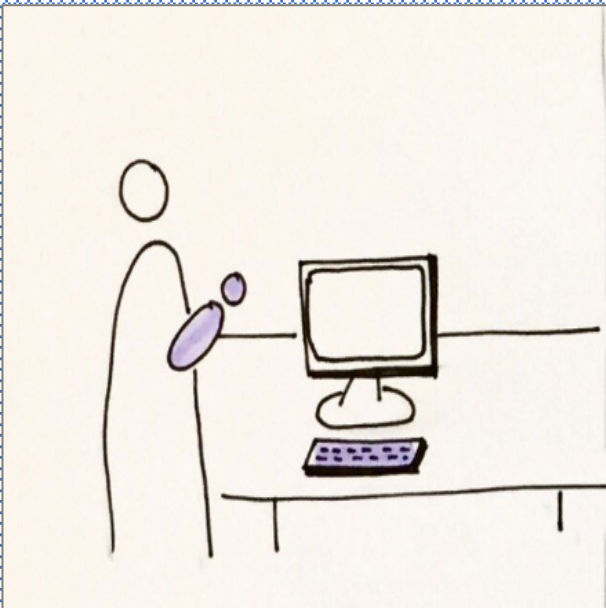




**Desire to have a secure livelihood**



**Balance in the different domains of life**



**Flexible working time and location**



**Desire for self-fulfilment**

Priorities changing depending on the stage of life, **a desire for balance** between career, family, friends, leisure time, social engagements, etc.

Interest in pursuing **diverse career paths** (specialist and / or management career, career changes).

Increased likelihood of **losing a job**. Insufficient income despite working full-time (the working poor). Desire to secure income in order to **continue a desired lifestyle**.

Leading Tomorrow – Human Factors

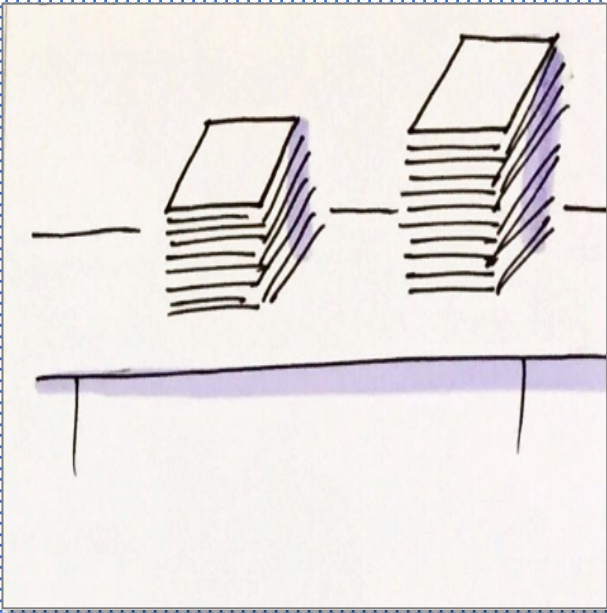
Leading Tomorrow – Human Factors

Desire for inclusion in decision-making and the **freedom** to contribute personal skills and ideas. Importance of reconciling the company's objectives, work activities and personal values. **Meaningful** work is just as important as the salary.

Work spread out over the day / the week e.g. due to **part-time work**, childcare, personal commitments, etc. Working at **several different or decentralised locations**, e.g. on the move, from home, in different locations, in co-working spaces, etc.

Leading Tomorrow – Human Factors

Leading Tomorrow – Human Factors



**Increasing workload**

**Scarce resources** due to cost pressures with an increase in workloads.

Increase in the **frequency of change** and subsequent periods of uncertainty and increased burden.

Obligations beyond the job as a possible additional **stress factor**.

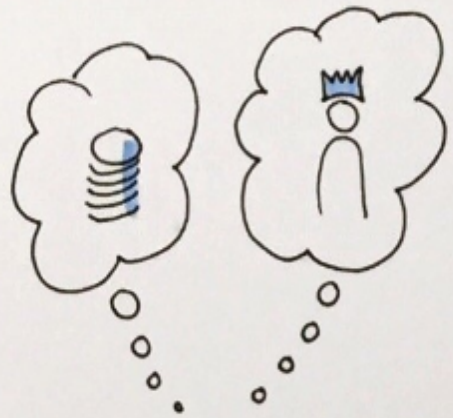
Leading Tomorrow – Additional Influencing Factors

Leading Tomorrow – Human Factors





**Clarify objectives and responsibilities**



**Ensure a focus on results and customer needs**



**Ensure safety and quality**



**Keep a good overview**

Work as a team and as an individual to **achieve pre-defined goals** and contribute to objectives yourself.

**Align** activities and behaviours **towards customers** and enforce this if necessary.

Monitor work progress and goal milestones, recognise and **acknowledge successes**.

Develop objectives together and ensure the team is **aligned** with them. Recall objectives and drive them forward if necessary. Make an individual contribution to achieving goals.

Communicate and share / assign tasks, disclose and **clarify responsibilities**.

Leading Tomorrow – Leadership Tasks

Leading Tomorrow – Leadership Tasks

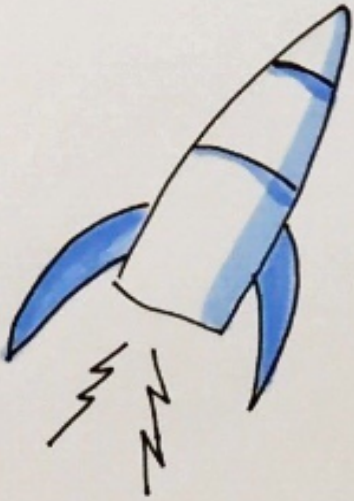
Keep activities on the radar, connect information and **manage complexity**. Network employees.

Ensure required degree of **quality**. Communicate and implement **(safety) regulations** and deliver training to staff. Take care of documentation when necessary.

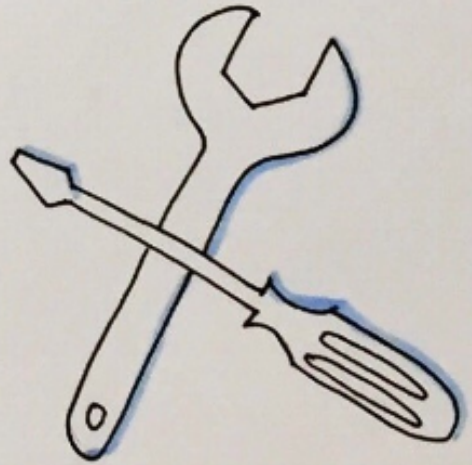
Ensure continuous **improvement of processes** (e.g. kaizen). Initiate learning processes.

Leading Tomorrow – Leadership Tasks

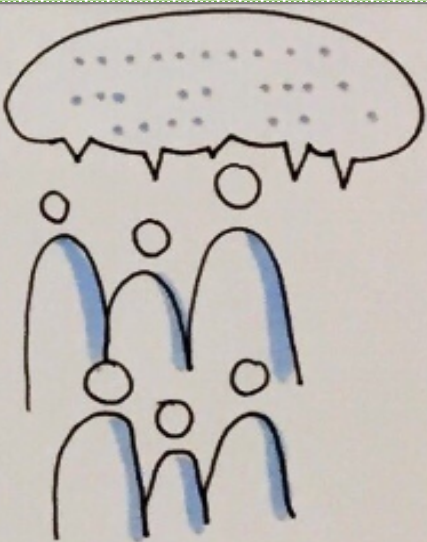
Leading Tomorrow – Leadership Tasks



**Make and facilitate decisions**



**Identify problems and solve them**



**Ensure information is shared**



**Have the team's back**

**Identify** what the problem is and its **causes** or assist in doing so.

**Solve the problem** or facilitate and support the problem-solving.

Withstand contradictions and uncertainties, or facilitate and support this.

Provide support for or bring about **decision making**. Get involved in making decisions or make them yourself.

Review and justify past decisions, making new decisions if necessary.

Leading Tomorrow – Leadership Tasks

Leading Tomorrow – Leadership Tasks

**Represent the team externally** and stand up for them when necessary. Remove obstacles or provide support in doing so.

Procure the necessary **resources** and defend them if necessary (finance, RTD etc.). Monitor costs and other KPIs, initiate and implement necessary corrective measures in good time.

Establish and maintain internal and external **stakeholder relationships** and make them available to others.

Find, process and share information in good time and in a suitable format. Strengthen **communication within the team**.

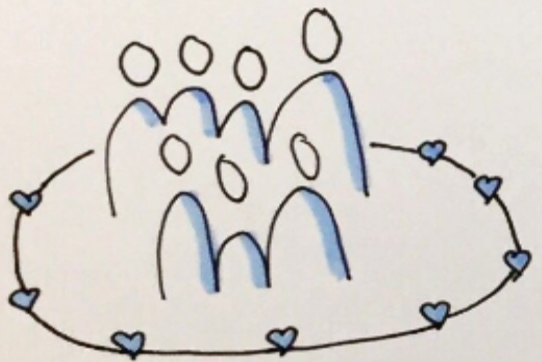
Leading Tomorrow – Leadership Tasks

Leading Tomorrow – Leadership Tasks

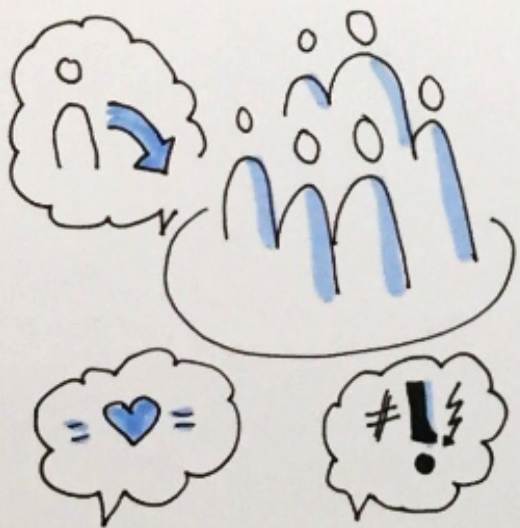




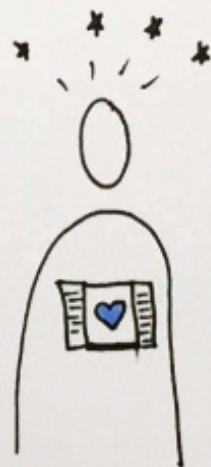
**Marketing**



**Encourage  
team cohesion**



**Take care of HR issues**



**Show understanding**

Look after the well-being of the team. Create **opportunities for exchange**, encourage the building of trust.

Recognise, facilitate and make use of diversity within the team.

Address bad moods and conflicts, encourage **conflict resolution** and / or contribute to it yourself.

Promote / communicate the team's contribution, **lobby for ideas and projects**, network.

Leading Tomorrow – Leadership Tasks

Leading Tomorrow – Leadership Tasks

Explain why tasks need to be tackled and why each team member is responsible for their task. Set tasks in relation to the individual person and their **abilities and interests** and/or their professional development.

Identify staffing needs, **recruit** new employees and facilitate the onboarding process.

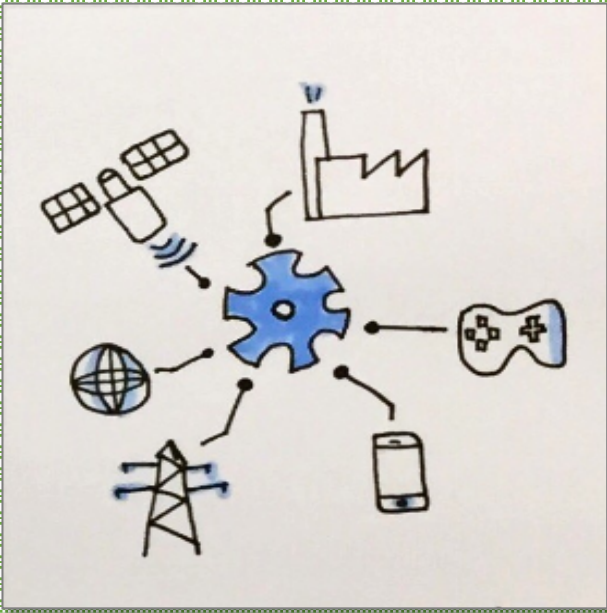
Agree (annual) targets, give **feedback on performance** .

Encourage personal development. Keep an eye on wage equity within the team.

Issue warnings to employees, give notice of dismissal.

Leading Tomorrow – Leadership Tasks

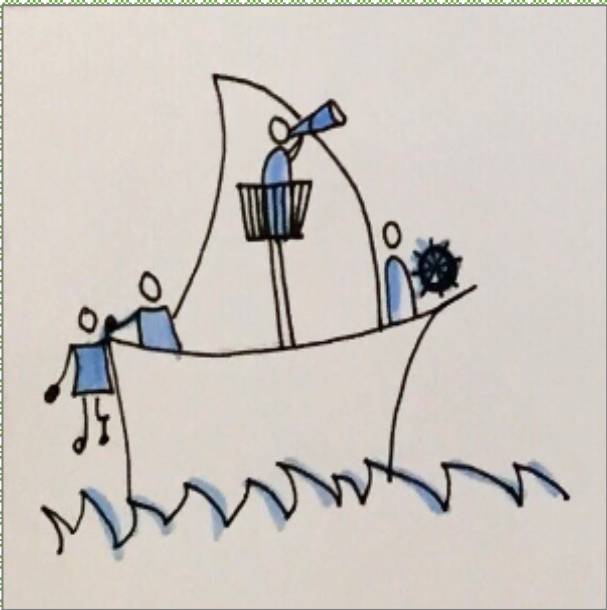
Leading Tomorrow – Leadership Tasks



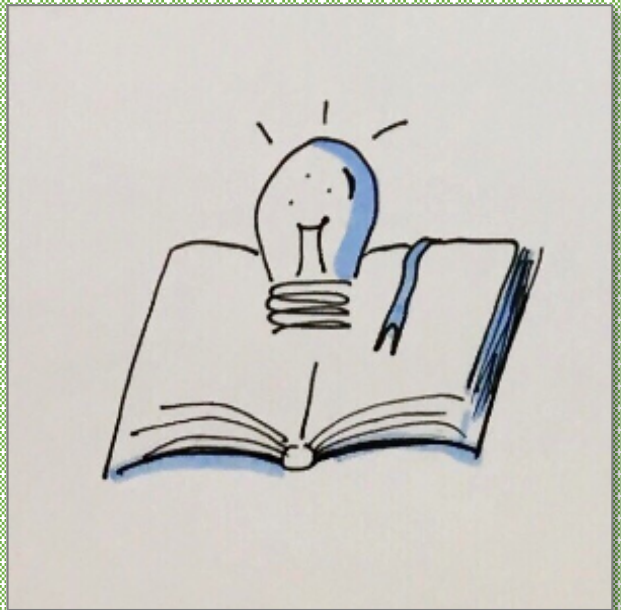
**Shape the future**



**Encourage  
entrepreneurship**



**Manage changes**



**Create a culture of learning**

Challenge the status quo and demand the same from others. Create the space for **individual ideas** and independent action. Demand, promote and exemplify regeneration and **innovation**, as well as **entrepreneurial thinking** and action.

Leading Tomorrow – Leadership Tasks

Create opportunities for collaboration, exchange and **learning from each other**. Mutual empowerment and making **sharing knowledge** a central topic. Exchange ideas and learn from each other beyond the boundaries of individual areas or companies.

Leading Tomorrow – Leadership Tasks

Keep an overview of the entire situation. **Anticipate changes** and highlight them as a topic in good time. Prepare and align team. Develop a (common) **vision for the future**. Update strategy regularly and create short-term goals from this.

Leading Tomorrow – Leadership Tasks

Explain reasons for the change. Provide **direction and security** during times of change. Accept and withstand resistance and frustration during times of change, support others in overcoming these feelings. **Strengthen the capacity for change**, both individually and collectively.

Leading Tomorrow – Leadership Tasks

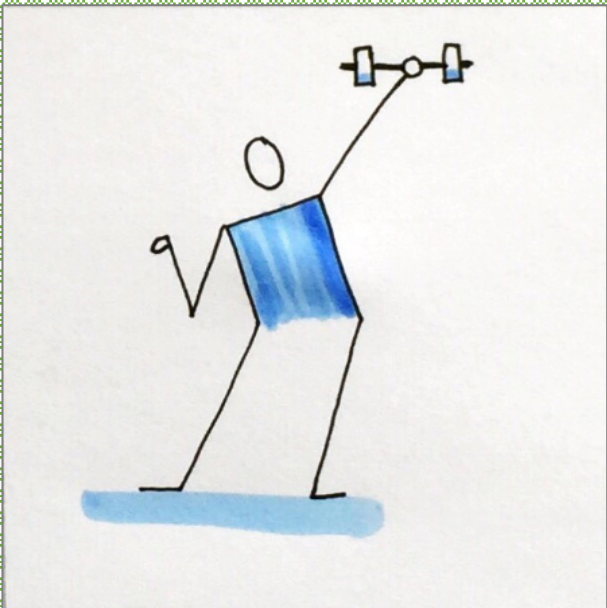




**Develop skills**



**Perceive employees as individuals**



**Strengthen self-management**



**Maintain performance**

Provide situational support as a **leader, mentor or coach**.  
Increase confidence in personal ability to achieve results. Recognise **and acknowledge contribution to performance**. Give feedback on development potential.  
Congratulate on positive events, be there as a listener in the event of misfortunes.

Leading Tomorrow – Leadership Tasks

Provide support with **balance** between work-life and home-life, as well as with tackling challenges. Ensure a safe working environment.  
Call for **time out / time for recuperation** when necessary. Strengthen resilience and health.

Leading Tomorrow – Leadership Tasks

Plan for the future. **Build up new skills** and abilities, e.g. through further training, by assigning new tasks or by strategically bringing in employees with the required skills.

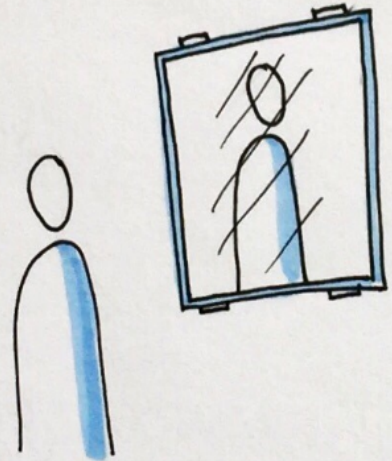
Leading Tomorrow – Leadership Tasks

Define the “what”, leave the “how” open for interpretation.  
Welcome individual initiatives and create the **space** for them.  
Assign responsibility and place trust in others.

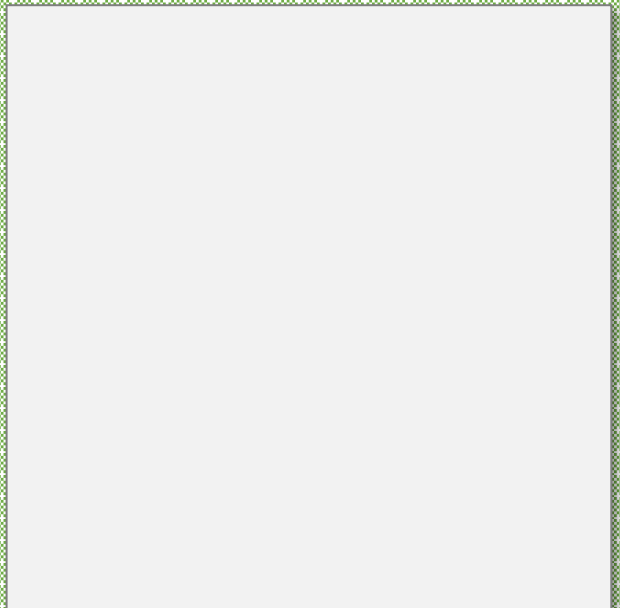
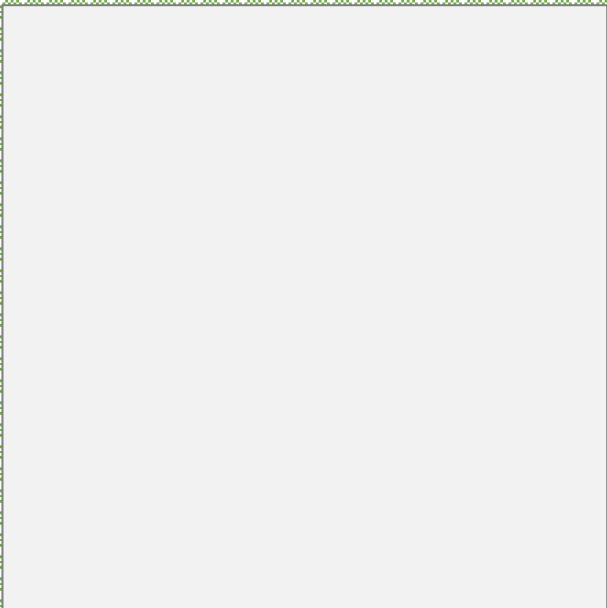
Leading Tomorrow – Leadership Tasks



**Self-management  
(as a leader)**



**Self-reflection  
(as a leader)**



**Reconsider** behaviours and the effects they achieve. Celebrate success, make adjustments when necessary.

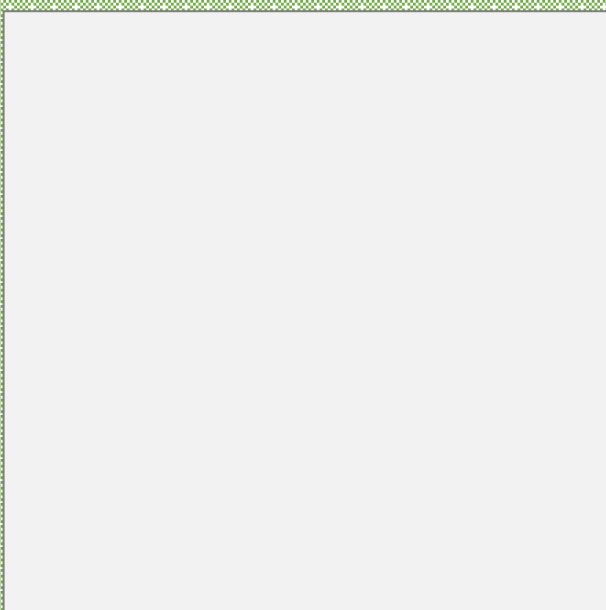
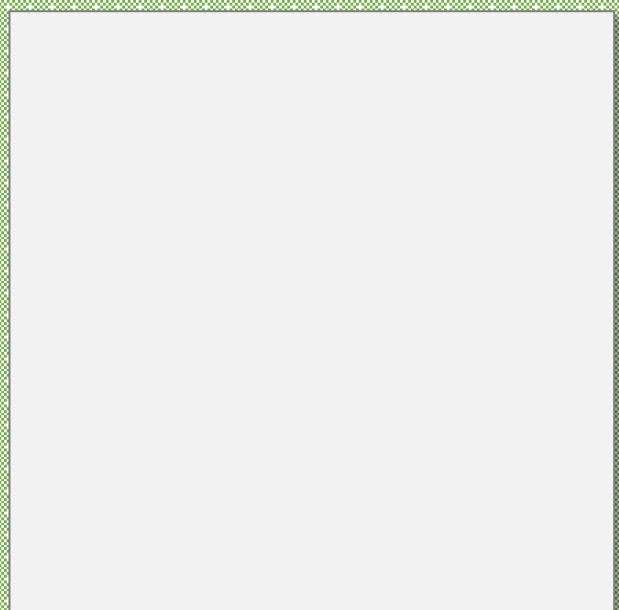
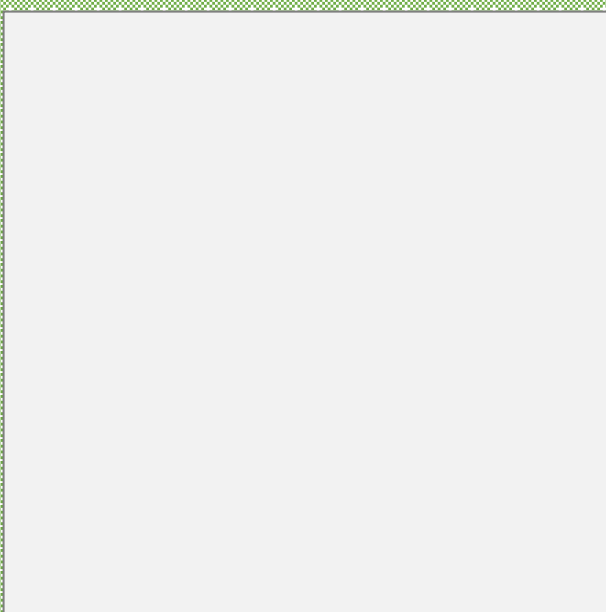
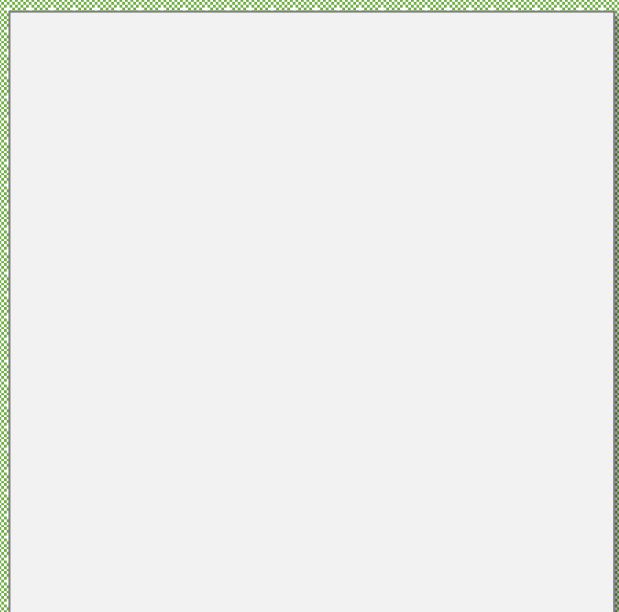
Recognise personal weaknesses and deal with them in a meaningful way. Ask for feedback, **accept feedback** and identify blind spots by doing so.

Be available while at the same time blocking out time for yourself. Be reliable, exemplify what is required yourself ("**walk the talk**").

Manage your own tasks and emotions. **Maintain performance** and take charge of personal further development (specialist, emotional and social skills).

Leading Tomorrow – Leadership Tasks

Leading Tomorrow – Leadership Tasks





Leading Tomorrow – Additional Leadership Tasks

Leading Tomorrow – Additional Leadership Tasks