

What the f**ck is New
Leadership?



Tobias Grab



Program

- Unified definition of Old and New Leadership
- 10 step program to become the perfect leader
- Career tips to become BASF's future CEO



Disclaimer

- I am not a perfect leader, not even close
 - my leadership experiences are not better than yours
 - there is „good/bad“ or „old/new“ leadership in startups as well as in large structures
 - I am no expert in psychology, nor leadership
- Experience sharing is like a buffet: try what you like



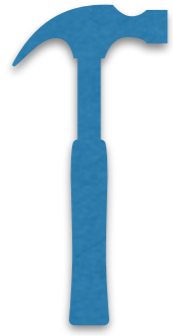
Goal

- My goal: value for Chemovator's intrapreneurs and BASF participants
- My offer: experiences, reflections and learnings in order to serve your personal growth in leadership
- My take away: learning is pain and joyful and worth doing



My story

- Chemist
- Higher in openness, lower in agreeableness
- Interested in entrepreneurship
- Startup instead of postdoc/consulting
- „Be a rebel, don't join the army (now)“



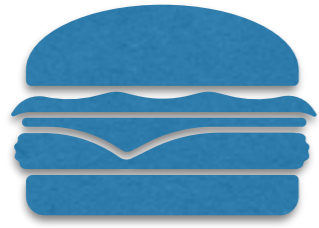
Stage 1

- I am the CEO!
- Injection of my high motivation into others
- Create a „reality distortion field“
- Find and hire „people like me“
- Perfect in the first 2 years with up to 10 coworker



Stage 2

- Try to inject my reality into people „different“ to me
- The „blood - sweat - tears - speeches“
- I loved it, but people didn't enjoy it anymore



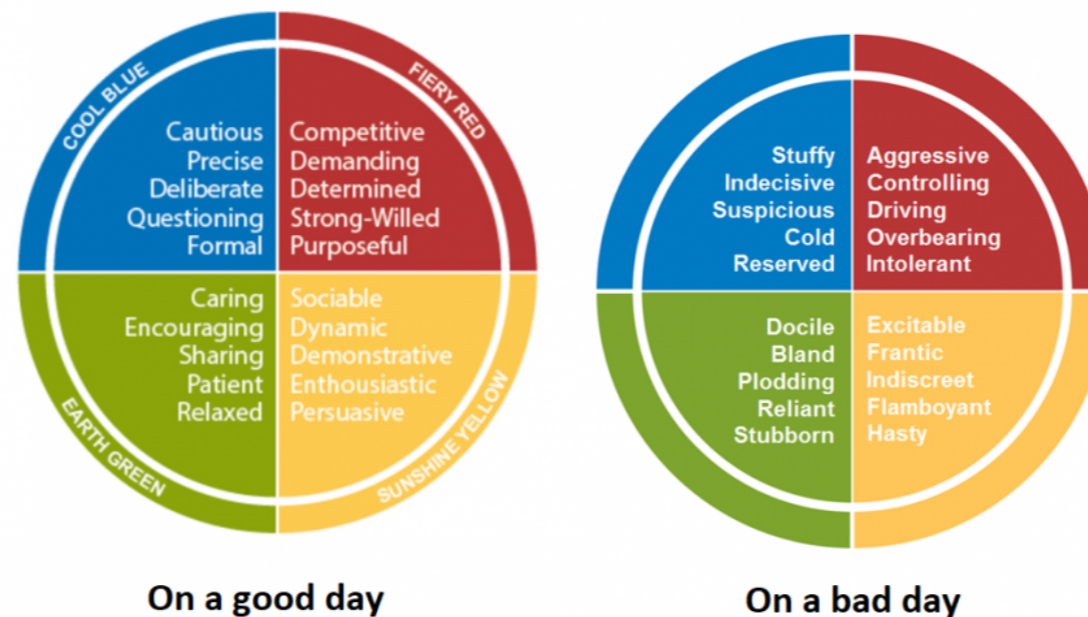
Stage 3

- Let the people know what you think!
- Create a feedback culture
- Deliver and receive shit sandwiches
- Felt good for a couple of weeks...

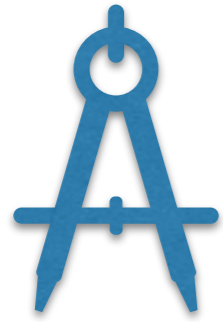


Stage 3'

- The world becomes colorful: Insights Model



- 4 dimensions - very helpful tool
- Do I need to adopt in order to get what I want?

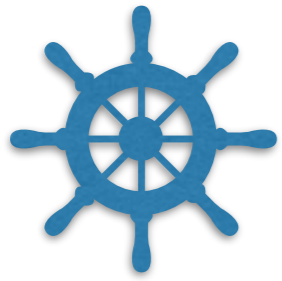


Stage 4

- 4 dimensions - 16 buckets: MTBI

ISTJ Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.	ISFJ Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.	INFJ Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.	INTJ Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.
ISTP Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.	ISFP Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.	INFP Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.	INTP Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.
ESTP Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.	ESFP Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.	ENFP Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.	ENTP Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.
ESTJ Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.	ESFJ Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active.	ENFJ Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.	ENTJ Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

- Great for building teams and understanding the value of „the other“



Stage 5

- Situational leadership

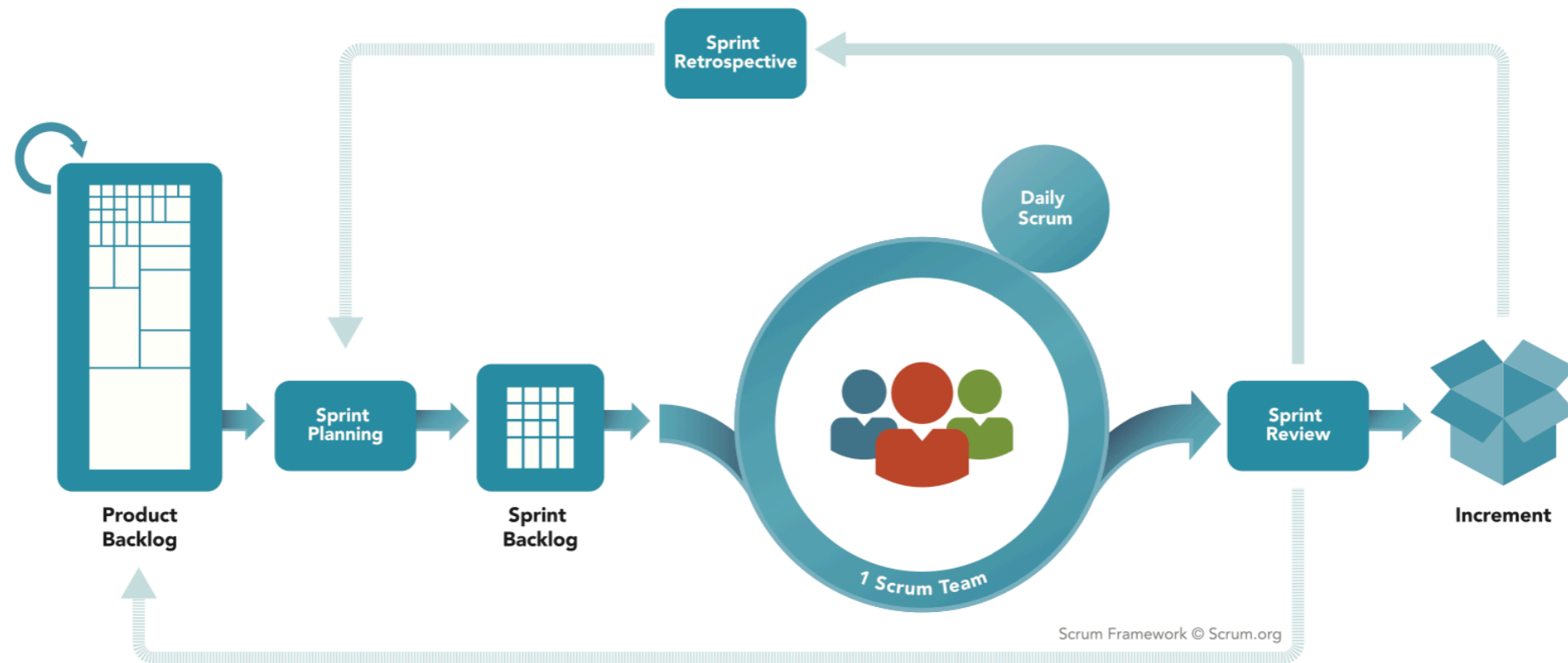


- Maybe I know the person, but every task is different



Stage 6

- Scrum and „freaky Friday’s“

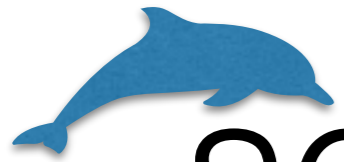


- Strong, protected process minimized my „micro“



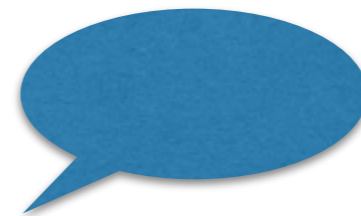
Under pressure

- External pressure: be faster, be better, be more efficient
- Fallback to old habits: blood-sweat-tears-speeches; my way or the highway



so long and thanks...

- I can't do this anymore. You shouldn't do this anymore!
- „Company growth faster than personal growth“?



- Recommendation to me: „Humility!“ ...really?



Reflection

- Stage 1: It's all their fault!
 - Investors, partners, advisors, coworker, circumstances, market, weather, family - I am still a genius
- Stage 2: maybe, in some specific circumstances, my actions were sometimes not perfect (but reasonable in the moment)
- Stage 3: sometimes, my actions intend to serve me, not the higher goal (company, my development) and therefore were maybe „wrong“
- Stage 4: I fucked it up!
- Conclusion: don't take leadership positions - so stay away from corporates and startup CEO offerings

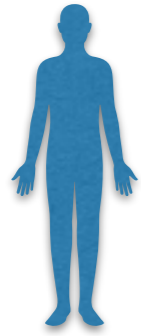


Coaching 101

- Transactional analysis

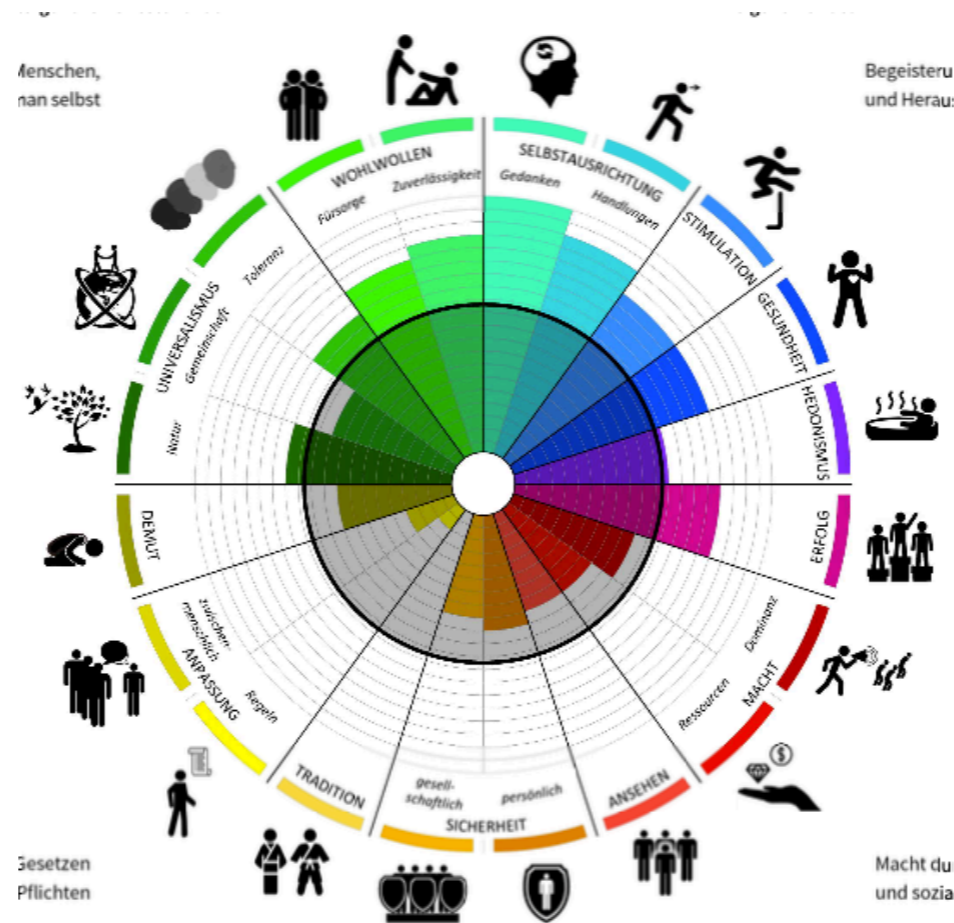
	You are okay with me		
I am not okay with me	I am not OK You are OK <i>The One-down position</i> <i>"I wish I could do that as well as you do."</i>	I am OK You are OK <i>The Healthy position</i> <i>"Hey, we're making good progress now."</i>	I am okay with me
	I am not OK You are not OK <i>The Hopeless position</i> <i>"Oh this is terrible – we'll never make it."</i>	I am OK You are not OK <i>The One-up position</i> <i>"You're not doing that right – let me show you."</i>	
	You are not okay with me		

- Maybe „you" are OK, too?

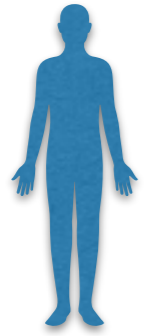


Reflection stage 1

- What about me: my values, my motives, my habits

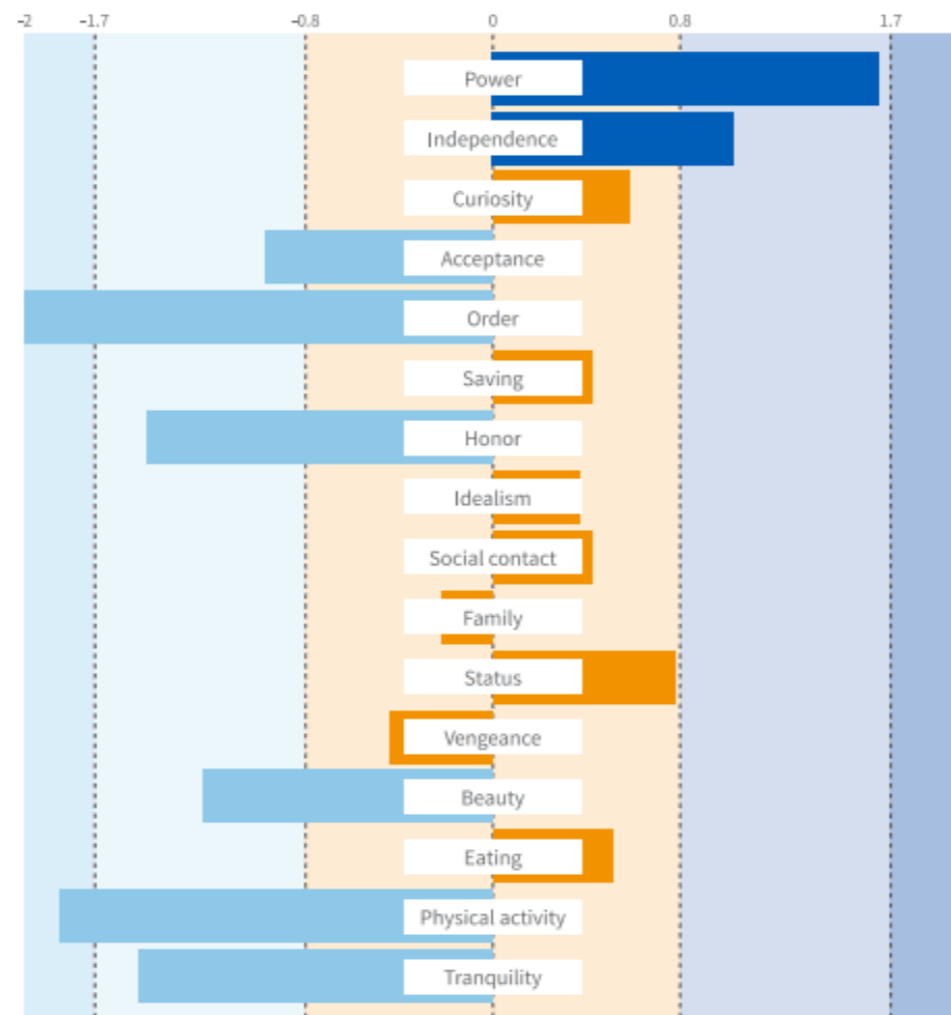


- findyourvalues.com

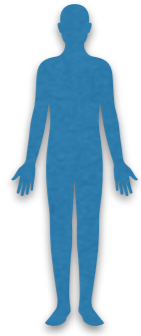


Reflection stage 2

- Reiss Profile

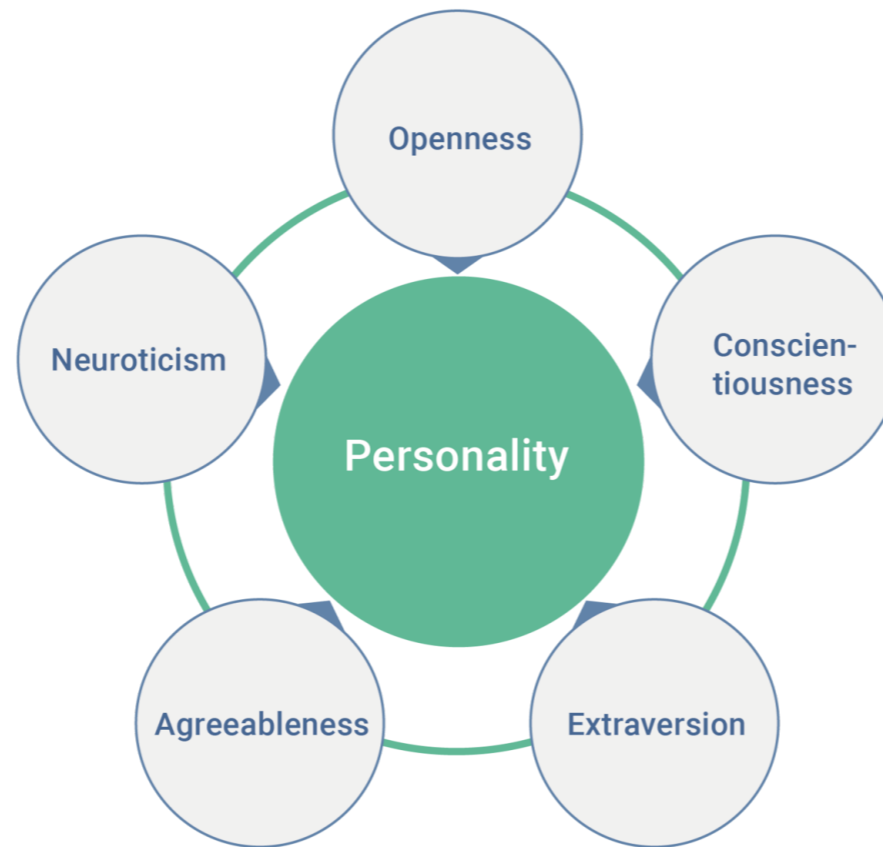


- What makes me stand up in the morning?

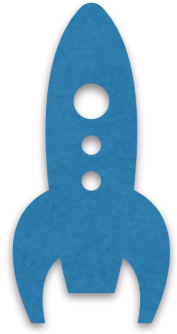


Reflection stage 3

- The Big Five (Hexaco)

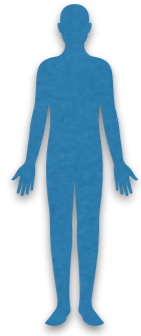


- I know who I am?



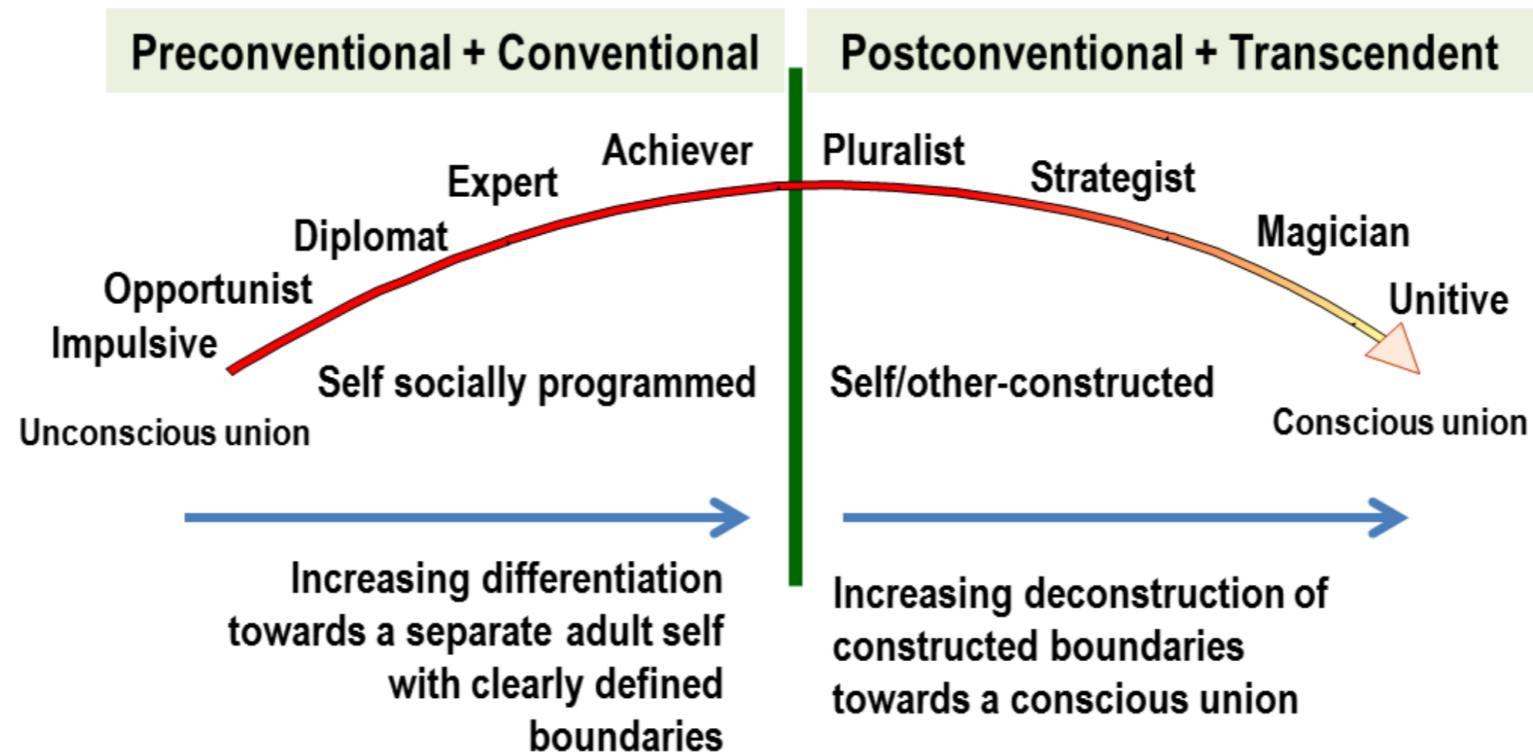
CEO again?

- Perfect opportunity to do it again, but better - way better...
- Polishing my ego („the serial entrepreneur strikes again“)
- Playing CEO for one year and was „asked“ to leave
- Old habits, old shadows
- Not only pressure, also overexcitement can lead to unfortunate outcomes

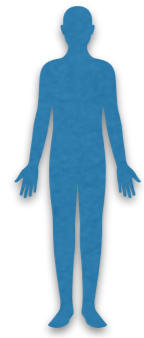


Reflection stage 4

- Ego Development Concept



- Actually, my leadership was focused on my serving myself!



Self reflection (now)

- Awareness and "inner leadership team"
- Serving attitude
- „Stumble“ forward by advising 4 Startups, academia, industry and investors
- Am I waiting for "being ready" to do it again?



New Leadership?

- Integration of „Servant Leadership“
- Create bubble of sanity
- Focus on:
 - communication
 - culture
 - processes (Scrum, OKRs)
- Even under pressure?! (e.g. Crisis)
- Trying to use old habits playfully - and under current self reflection





Goal

- If you liked it: think and talk about it
- If you didn't like it: tell me after connecting on LinkedIn
- Find pleasure in growing, failing and learning
- "Embrace the struggle"



Thank you!

- Stay healthy, and follow [Chemovator](#)



Q&A

- Type your questions in the chat (it's anonymous)