



Business Spotlight

THE ART OF LEADERSHIP

25 KEY LESSONS
FROM THE MASTERS



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DEBATE
Should
child labour
be banned?

BUSINESS SKILLS
How to
manage risks
at work

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4/2017

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The illustration: Michael Meier; Fotos: iStock (2), Mauritius; Getty Images



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Language in Business Spotlight

- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked.
- Articles that use American style, spelling, punctuation and pronunciation are marked with "US".

E
EASY

Approximately
at CEF level A2

M
MEDIUM

Approximately
at CEF levels B1-B2

A
ADVANCED

Approximately
at CEF levels C1-C2

CEF: European Framework of Reference for Languages

ifml.: informal word or phrase

vulg.: vulgar word or phrase; *sl.*: slang word or phrase

non-stand.: non-standard word or phrase

UK: chiefly British usage; US: chiefly North American usage



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GLOBAL BUSINESS
CANADA AT 150

WELCOMING THE WORLD

Kanada feiert in diesem Jahr sein 150-jähriges Bestehen. Doch könnte die aktuelle Weltpolitik die Feierlaune trüben. RICHARD CLÉROUX informiert über die Geschichte und die gegenwärtige politische und gesellschaftliche Lage des Landes.

ADVANCED AUDIO





**“Some countries
have too
much history.
Canada has too
much geography”**

“

“If some countries have too much history, we have too much geography,” said Prime Minister William Lyon Mackenzie King in a speech to the Canadian House of Commons in 1936. King was not exaggerating. With a total area of nearly ten million square kilometres, Canada is the second-largest country in the world, with over 890,000 square kilometres of freshwater lakes, rivers and streams — and the longest coastline in the world, on three oceans.

This year, however, Canadians are also focusing on their history, as the country celebrates the 150th anniversary of its founding, on 1 July 1867. In February of that year, British parliamentarians had gathered to debate whether they should set free their four very expensive colonies in North America — Upper and Lower Canada (much of present-day Ontario and Quebec), plus Nova Scotia and New Brunswick. They were costing Britain a fortune and it was time they learned to pay their own bills, the politicians said.

Under the British North America Act, which was passed under Queen Victoria and went into force on 1 July 1867, Canada became a nation, although the British government still had legislative control over the country. The capital of the new country, Bytown, was renamed Ottawa, after Odawa, the First Nations name for the place where the current city of Ottawa stands.

act [ækt]

- Gesetz

anniversary

- [,ænrɪ'vɜ:zəri]
- Jubiläum

exaggerate (sth.)

- [ɪg'zædʒəreɪt]
- (etw.) übertreiben

First Nations

- ['fɜ:st ,neɪʃnɪz]
- First Nations, Ureinwohner(innen) Kanadas außer Métis und Inuit

freshwater

- ['frefʃ,wɔ:tə]
- Süßwasser

House of Commons

- [,haus əv 'kɒmənɪz]
- Unterhaus

legislative

- ['ledʒɪslətɪv]
- gesetzgeberisch

New Brunswick

- [,nju: 'brʌnzwɪk]
- Neubraunschweig

Nova Scotia

- [,nəʊvə 'skəʊʃə]
- Neuschottland

stream [stri:m]

- Bach

Native Canadians

Historians believe that the first Canadians were people who crossed the Bering Sea 10,000 to 20,000 years ago, when there was still a land bridge. These people were the ancestors of Canada's current First Nations, Inuit and Métis peoples.

“First Nations” is the term used in Canada for what people in the US call Native Americans (Indians). Inuit is the name that northern natives (formerly called Eskimos) prefer to be called.

The Métis are the descendants of First Nations and European settlers, especially early fur traders. Their largest populations are in Western Canada, where they have developed a distinctive culture.



ancestor ['ænsəstə]

- Vorfahre/Vorfahrin

descendant [di'sendənt]

- Nachfahre/Nachfahrin

distinctive [dɪ'stɪŋktɪv] ▶ eigene(r,s)

First Nations ['fɜ:st ,neɪʃnɪz]

- First Nations, Ureinwohner(innen) Kanadas außer Métis und Inuit

fur [fɜ:] ▶ Pelz

Fotos: iStock

Native protest: Canada's indigenous population is determined to protect the natural environment



Controversial: Suncor oil sands extraction facility near Fort McMurray, Alberta



Big spenders

That was 150 years ago. In a move that would doubtless have shocked those British politicians, this year, the Canadian government is spending half a billion dollars to celebrate the country's 150th anniversary. Officially called the sesquicentennial, the festivities began on New Year's Eve 2016.

The previous Conservative government, under Stephen Harper, began the planning and early spending. About Can\$ 300 million (€205 million) is being spent through regional development agencies in the ten provinces and three territories. Harper had promised he would use the money on practical things of benefit to all Canadians — to repair public facilities and roads, to rebuild bridges and to fund new government buildings.

But when Justin Trudeau and his Liberal Party took over the government in 2015, the Liberals changed direction. They doubled the size of the entire celebration, with more spending on Canadian diversity.

The Conservatives had focused on promoting a “strong, proud, free” Canada. The Liberals promoted reconciliation with indigenous peoples (see box, p. 15) as well as more attention to environmental concerns and youth. National infrastructure projects, such as new bridges, highways, parks and government buildings, still went ahead, but new money was also spent on cultural projects such as concerts, museums, theatres, music, films and dance.

The Canadian government had decided that the 150th anniversary celebrations should be something more than hockey rinks, public parks and soccer fields. The aim now is to show the

thousands of new arrivals — among them, over 40,000 Syrian refugees last year alone — how Canadians live together, appreciate each other and maintain friendly relations with the rest of the world.

Canada is about halfway through its big celebrations, but the rest of the world is not in a partying mood. Great Britain, at one time Canada's mother country, voted last year to leave the European Union. The US, Canada's nearest neighbour, elected a president whose motto is “America first” and who wants to end the North American Free Trade Agreement (NAFTA) with Canada and Mexico (see p. 24).

Moving towards Europe

Not wanting to be at a disadvantage, Prime Minister Justin Trudeau took a business trip to Europe in February 2017. He told German chancellor Angela Merkel that Canada would be happy to be Germany's new business partner. He signed a trade deal, CETA, between Canada and the European Union.

ahead: go [ə'hed]
 • durchgeführt werden

appreciate sb.
 [ə'pri:ʃieɪt]
 • jmdn. wertschätzen

facility [fə'sɪləti]
 • Einrichtung

fund sth. [fʌnd]
 • etw. finanzieren

hockey rink
 ['hɒki riŋk]
 • Eissporthalle (für Eishockey)

indigenous peoples
 [ɪn,dɪdʒənəs 'pi:pəlz]
 • indigene Völker

mood [mu:d]
 • Stimmung

previous ['pri:vɪəs]
 • vorherig

reconciliation
 [ˌrekənsɪli'eɪʃən]
 • Aussöhnung

sesquicentennial
 [ˌseskwɪsɪnteniəl]
 • Hundertfünfzigjahrfeier

soccer ['sɒkə] • Fußball

Land of immigrants: on Canada Day, 1 July, Canadians get together to celebrate their diverse backgrounds



Focusing on diversity, indigenous peoples and the environment

To supplement his approach to Europe, he sent over a new ambassador to the European Union and Germany, Stéphane Dion, one of his most trusted allies in the Canadian government.

But simply getting closer to the EU doesn't mean Canada is out of the woods. There is still a danger that Trump could pull the plug on NAFTA. This spring, Trump complained that US-Canadian trade deals on dairy products, softwood lumber and energy are a "disaster" for the US, and imposed high tariffs on imported lumber products. Canada's Natural Resources Minister Jim Carr criticized the move, saying it would not only hurt the Canadian forestry industry — which employs over 200,000 people — but also penalize American homeowners, who would pay more for wood.

Canada is not willing to lose NAFTA without a fight, however. Some US states sell almost half their manufactured goods to Canada, so Trudeau has launched a massive public relations campaign to convince American businesses and US state officials that scrapping the trade deal would do great harm to US businesses.

In a controversial decision, Trudeau even gave Trump permission to build the Keystone XL crude oil pipeline through Canada and the western United States all the way to a Texas refinery. Former president Barack Obama had blocked the project for the past eight years because of opposition from Native Americans, farmers and environmental groups. The Canadian crude will be refined in Texas and then shipped to China, which is desperate for refined oil at affordable US prices.

In other areas, however, Canada is less willing to compromise. Chief among them is the country's position on accepting refugees. Unlike Donald Trump, who takes an anti-refugee stance, the Canadian government has been largely welcoming to victims of war in the Middle East. In 2016, a total of 40,081 Syrian refugees came to Canada. Government-assisted refugees numbered 21,876; another 3,931 were referred by visa offices abroad, while 14,274 were privately sponsored by families, associations or church groups.

ally ['æli]
 ► Verbündete(r)

ambassador [æm'bæsədə]
 ► Botschafter(in)

association [ə,səʊsi'eɪʃən]
 ► Verband

chief: be ~ among... [tʃi:f]
 ► unter ... an erster Stelle stehen

crude (oil) ['kru:d (ɔɪl)]
 ► Rohöl

dairy product ['deəri ,prɒdʌkt]
 ► Milchprodukt

desperate: be ~ for sth. ['despəreɪt]
 ► etw. dringend benötigen

forestry industry ['fɒrɪstri ,ɪndəstri]
 ► Forstwirtschaft

impose sth. on sb./sth. [ɪm'pəʊz ɒn]
 ► etw. jmdm./etw. auferlegen

launch sth. [ləʊntʃ]
 ► etw. starten

out of the woods: be ~ [ˌaʊt əv ðə 'wʊdz]
 ► aus dem Schneider sein

penalize sb. ['pi:nəlaɪz]
 ► jmdn. bestrafen

pull the plug on sth. [ˌpʊl ðə 'plʌg ɒn]
 ► mit etw. Schluss machen (plug = Stecker)

referred: be ~ [ri'fɜ:d]
 ► hier: für eine Umsiedlung ausgewählt werden

refine sth. [ri'faɪn]
 ► etw. raffinieren

refinery [ri'faɪnəri]
 ► Raffinerie

scrap sth. [skræp]
 ► etw. aufgeben

ship sth. [ʃɪp]
 ► etw. transportieren

softwood lumber ['sɒftwʊd ,lʌmbə]
 ► Nadelholz

stance [stæns]
 ► Haltung

visa office ['vi:zə ,ɒfɪs]
 ► Visastelle

A photograph of Justin Trudeau, the Prime Minister of Canada, smiling and raising his right arm in a gesture of approval or celebration. He is wearing a light blue button-down shirt. He is surrounded by a diverse crowd of people, including a woman with a blue and white polka-dot shirt, a man with a blue turban, and a man in a white shirt. The background is slightly blurred, suggesting an outdoor public event.

Young, charismatic leader:
Justin Trudeau, whose
father, Pierre, was a longtime
prime minister

**Canada won't
lose NAFTA
without a fight**

The new arrivals increased the Canadian population to 36.5 million last year. Another 40,000 refugees are expected to enter Canada officially in 2017. During the winter, hundreds more risked their lives crossing the US–Canadian border illegally through frozen farm fields in subzero temperatures. These refugees say their chances of acceptance in Canada are far better than if they had stayed in Trump’s America — a place that is as much a puzzle to Canadians as it is to Trump himself.

Legalizing marijuana

The next conflict between Canada and the US could be over drugs. In April, the Canadian parliament passed legislation to legalize marijuana for recreational purposes. The sale and control of the drug will be in the hands of the provinces.

The new law, which comes into effect on 1 July 2018, could entice thousands of American pot smokers to cross the border into Canada. The pot trade could bring some Americans closer to Canadians, although it could become a major irritant in some states — and quite possibly the biggest cross-border business between Canada and the US.

Until then, oil and gas remain the biggest commodities traded between the two neighbouring nations. Alberta has already built two oil pipelines to the Pacific coast. Additional oil-business interests are looking for two more pipelines to the Pacific to get their oil to markets in Asia.

The problem is that Canada’s First Nations peoples living on reserves crossed by the pipelines are worried about pipeline accidents destroying their quality of life. The big oil debate with

the United States is also far from over and could cause serious conflict if environmental issues with First Nations peoples are not settled soon.

It is no secret that when Great Britain chose Brexit, Canada’s relationship with the UK suffered a major blow, but Canada has been able to build closer ties with other European countries. Much is being made here of newfound economic deals with Germany and the rest of Europe, but a stronger trade relationship could eventually develop with India and China, nations with an even bigger economic potential for Canada.

Paul Evans, of the Institute of Asian Research at the University of British Columbia in Vancouver, says that the timing is right for Canada to expand its international markets. “Trump has accentuated the necessity for Canada to look for other kinds of markets, not because the United States isn’t important, but because the United States is now seen as unpredictable and unstable,” Evans told the CBC.

blow: suffer a -
[bləʊ] ► einen Schlag erleiden; hier: sich verschlechtern

commodity
[kə'mɒdətɪ]
► Rohstoff

entice sb. [ɪn'taɪs]
► jmdn. verlocken, verleiten

interest ['ɪntrəst]
► hier: Unternehmen

irritant ['ɪrɪtənt]
► Ärgernis

pass legislation
[,pɑ:s ledʒɪ'sleɪʃən]
► ein Gesetz verabschieden

pot [pɒt] ifml.
► Gras, Marihuana

puzzle ['pʌzəl] ► Rätsel

recreational
[,rekri'eɪʃənəl]
► Erholungs-; hier: Genuss-

reserve [rɪ'zɜ:v]
► Reservat

settle sth. ['setl]
► etw. lösen, beilegen

tie [taɪ]
► Beziehung, Verbindung

unpredictable
[,ʌnpri'dɪktəbəl]
► unberechenbar

Map of Canada



Canada 150

To celebrate the 150th anniversary of Canada, the federal government is offering visitors something it has never provided before — free entry to national parks, national marine conservation areas and national historic sites. The invitation is good only for this year.

The Discovery Pass does not cover guided tours or visits to municipal or provincial parks. More information is available at the Parks Canada website (see p. 20) or via email at information@pc.gc.ca.

The federal government expects several million people to visit the country during its anniversary year. Over 350,000 are expected in the national capital, Ottawa — among them, Prince Charles and his wife, Camilla, the Duchess of Cornwall. The royal couple will spend several days in June and July visiting the Ottawa area as well as the northern Inuit territory of Nunavut.



anniversary [ˌæni'vɜ:səri]
► Jubiläum

conservation area
[,kɒnsə'veɪʃən əəriə]
► Schutzgebiet

good [gʊd] ► hier: gültig

municipal [mju'nɪsɪpəl]
► städtisch, kommunal

site [saɪt] ► Ort, Stätte

Something to celebrate: marking 150 years of nationhood



Multiculturalism Day: one of several holidays that recognize the contributions of immigrants and natives



Action for women

As for domestic politics, in March 2017, the Liberals presented their first “gender-sensitive” budget. Prime Minister Trudeau, who insisted in 2015 that his cabinet be split half and half between men and women, now promises to bring in pay-equity legislation and to increase the number of women in the workforce.

Unlike the Liberals, who are strongly behind their leader, the country’s other main political parties — the Conservatives and New Democrats — are involved in choosing new leaders. The Conservatives held a leadership convention on 27 May, where they elected 38-year-old Saskatchewan MP Andrew Scheer, while the New Democrats will decide in October who will replace their long-time leader Tom Mulcair, whose left-wing party lost badly to Trudeau in 2015.

The Conservative leadership race went on for more than a year, with a total of 14 candidates. Among the original front runners was Kevin O’Leary, a millionaire businessman and former reality-television personality with no previous political experience. Not surprisingly, O’Leary was called Canada’s Donald Trump. Also on the right wing of the party was former cabinet minister Kellie Leitch, a hardliner on immigration who said that new arrivals should be tested at the border to make sure they hold “Canadian values”.

For the moment, however, Canadians are ready to put politics behind them and to concentrate on celebrating. The sesquicentennial party continued on 21 June with National Aboriginal Day, marking the contributions of the country’s First Nations, Inuit and Métis peoples (see box, p. 15). Next came Saint-Jean-Baptiste Day, on 24 June, which French-speaking Quebec residents describe



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as their national holiday. This was followed by Multiculturalism Day on 27 June, with the whole country likely to be in a celebratory mood on 1 July. As the Canada Day fireworks end in Ottawa and beyond, Canadians will look at the wars, hatred and religious conflict beyond their borders and hope that somehow their peaceful, open society can continue to exist — and perhaps even serve as a model for the rest of the world.

Additional reporting: Margaret Davis

as for... [ˈæz fɔː]
➤ was ... betrifft

contribution
[ˌkɒntrɪˈbjʊːʃn]
➤ Beitrag

convention
[kənˈvenʃən]
➤ Versammlung, Konferenz

domestic politics
[dəˌmɛstɪk ˈpɒlɪtɪks]
➤ Innenpolitik

front runner
[ˌfrʌnt ˈrʌnə]
➤ Spitzenreiter(in), Favorit(in)

gender-sensitive
[ˈdʒɛndə ˌsɛnsətɪv]
➤ Geschlechterbelange berücksichtigend

MP (member of parliament) [ˌɛm ˈpiː]
➤ Parlamentsabgeordneter(r)

pay equity
[ˈpeɪ ˌɛkwəti]
➤ Lohngleichheit

workforce
[ˈwɜːkfɔːs]
➤ Erwerbsbevölkerung



FOR MORE INFORMATION

BOOKS

Approaches to Politics, Pierre Elliott Trudeau, Oxford University Press
Canadian History for Dummies, Will Ferguson, John Wiley & Sons Canada
Ice Ghosts: The Epic Hunt for the Lost Franklin Expedition, Paul Watson, McClelland & Stewart

WEBSITES

Canada EarthCam provides spectacular views of landscapes, as well as from the top of the CN Tower in Toronto: www.earthcam.com
Canadian government website: <https://www.canada.ca/en>
Parks Canada Discovery Pass: www.commandesparcs-parksorders.ca

Dealing with danger

*Kein Unternehmen kann sich vor allen möglichen Gefahren schützen. Umso wichtiger ist es daher, Risiken zu erkennen und sie mit der richtigen Strategie zu bewältigen.
BOB DIGNEN führt aus, worauf es bei einem erfolgreichen Risikomanagement ankommt.*

MEDIUM AUDIO PLUS

Ever since human beings began to walk the planet, they have had to manage the possibility that bad things might happen. Insufficient rain could mean crop failure. Disease could wipe out entire communities. And there was the danger of violence from people in a neighbouring area or country.

Risks are a key part of life, and we need to learn to manage them if we want to protect our way of life.

In recent years, there has been an increased focus on risk management in business and on the cost of not managing risks well. In this article, we look at some of the risks that we need to consider in our working lives — and at some pragmatic strategies for managing them.

1. Understanding risk

There are many different ways to categorize risk. One of the most influential models comes from the US military and is referred to as “VUCA”. This model identifies four main risks:

- **Volatility.** Unpredictable change forces managers to review decisions regularly and possibly change them.
- **Uncertainty.** Unclear and/or missing data makes decision-making difficult.
- **Complexity.** The interconnectedness of global business and cross-border regulations means that standard forms of management control are often inadequate.
- **Ambiguity.** Key influences are frequently unknown. This works against traditional planning.

Donald Rumsfeld, a former United States secretary of defense, described

in 2002 the nature of risk in a reference he made to “unknown unknowns”: “...There are known knowns; there are things we know we know. We also know there are known unknowns; that is to say, we know there are some things we do not know. But there are also unknown unknowns — the ones we don’t know we don’t know.”

Many people made fun of Rumsfeld’s comments, but he had a serious point: we are often unaware that we don’t know certain things.

Organizations face both internal and external risks, some of which are operational, some strategic. External factors include political instability, wars and environmental disasters such as floods. There are also macro business trends, such as globalization or digitalization, and the risk of disruption to established business models.

Internal risks include those that affect production processes, IT systems, supply chains, investment and cash flow. Identifying the risks associated with the structures, processes and relationships within organizations is a key part of risk management.

Interestingly, organizational cultures are themselves potential risks. In many organizations, the leadership blocks change and wants to maintain the existing structures. The resultant lack of agility in organizations can be a serious risk to business success.

Your task: Develop your risk awareness

Use the VUCA model to think about the risks that affect your organization. Which risks should your part of the organization focus on — and why?

2. Classifying risk

The first objective of risk management is to classify risks according to their likely severity and probability. Severe risks with a high probability should be dealt with first. Lower-impact risks, and those that are less likely, can be dealt with later.

Such risk classification can be done using various tools. In the following severity/probability diagram, the project risks in the red area are classified as having higher severity and higher probability, and would require immediate focus. In this case, they are the dangers of budget overrun and of schedule overrun.

Your task: Learn to classify risks

Use this severity/probability model to classify some of the risks that might affect your ability to be successful.

affect sth. [ə'fekt]

• sich auf etw. auswirken

ambiguity [æmbrɪ'gju:əti]

• Unklarheit, Mehrdeutigkeit

budget overrun

[ˈbʌdʒɪt ˌəʊvərʌn]

• Budgetüberschreitung

crop failure [ˈkrɒp ˌfeɪljə]

• Ernteausfall

disruption [dɪs'rʌpʃən]

• Störung; hier: Diskontinuität

lack of agility

[ˌlæk əv ə'dʒɪləti]

• hier: mangelnde Flexibilität

(**agility** = Beweglichkeit)

maintain sth. [meɪn'teɪn]

• etw. (bei)behalten

objective [əb'dʒektɪv]

• Ziel(setzung)

operational [ˌɒpə'reɪʃənəl]

• das operative Geschäft betreffend

review sth. [ri'vju:]

• etw. überprüfen

schedule overrun

[ˈʃedju:l ˌəʊvərʌn]

• Terminüberschreitung

secretary of defense

[ˌsekɹətəri əv di'fens]

US = Verteidigungsminister(in)

severe [sɪ'vɪə]

• schwer(wiegend)

severity [sɪ'verəti]

• Schwere(grad)

supply chain [sə'plai tʃeɪn]

• Lieferkette

unpredictable

[ˌʌnpri'dɪktəbəl]

• unvorhersehbar

wipe sth. out [ˌwaɪp 'aʊt]

• etw. auslöschen

A large, stylized red and white traffic cone is the central focus, set against a solid yellow background. The cone has three white horizontal bands. At its base, a red shadow is cast onto a light grey ground plane. To the left of the cone, two small figures of men in grey suits and blue trousers are walking away from the viewer, each carrying a brown briefcase. To the right, a small figure of a woman in a white coat and blue trousers stands facing the cone, holding a black folder. In the upper left, a small, stylized orange cloud is positioned above the text. The text is in a bold, white, sans-serif font, arranged in five lines.

**ORGANIZATIONS
FACE INTERNAL
AND EXTERNAL
RISKS, SOME
OPERATIONAL,
SOME STRATEGIC**

ORGANIZATIONS ALSO NEED TO IDENTIFY RISKS THAT ARE DESIRABLE



overlooked if the **risk appetite** in a company is too low. The likely result is a dangerous loss of dynamism

Your task: Decide how to deal with risks
Reflect on the risks you are facing in your team or organization. Which strategies should you apply in order to manage the risk in the best way possible?

4. Handling people risks

Risk management is often a highly technical discipline. But technical risks probably make up only 50 per cent of the risks within an organization. Particularly in team contexts, it is also essential to consider “people risks”. Here are five common people risks that you should pay attention to:

- **“We don’t get on very well.”** Poor relationships are a huge risk to team performance. Investing time in relationship building is essential and effective risk management.
- **“It’s not clear what we are doing.”** Teams often suffer from a lack of **clarity** of purpose. You can manage this risk by creating a clear and simple statement of team purpose.
- **“We don’t have enough time.”** No one has enough time these days (see

Business Spotlight 3/2017). This can lead to poorer-quality work, higher levels of stress and the danger of a high staff turnover. Support those around you who are under stress, rather than criticizing their performance.

- **“We don’t know how to do this.”** High levels of complexity affect people’s ability to perform well. What do most organizations do? They cut training budgets to save money. **Challenge** this **insanity** and equip people with the skills needed to do their jobs well.
- **“Nobody knows who we are.”** People often feel uncomfortable about self-marketing. Yet teams that don’t communicate well in their organizations risk low acceptance of their work and solutions. Selling your team well is a key form of risk management.

challenge sth.
[ˈtʃælɪndʒ]
• etw. infrage stellen

clarity
[ˈklærəti]
• Klarheit

get on (with sb.)
[ˌɡet ˈwɪθ] UK
• (mit jmdm.) klar-, zurecht kommen

insanity
[ɪnˈsænəti]
• Wahnsinn; hier: unvernünftige Idee

risk appetite
[ˈrɪsk ˌæpɪtaɪt]
• Riskobereitschaft

turnover
[ˈtʊ:n,əʊvə]
• Fluktuation



KEY TIPS!

Think about the risks that **affect** your organization — both external and internal. Which ones should your part of the organization focus on?

Try to classify potential risks according to their **severity** and probability.

Think clearly about which strategy, or strategies, you should use to deal with risks.

Think about the “people risks” in your team or **department**. How could you deal with them better?

Think about the risks that you **pose** both to yourself and to others.

affect sth. [əˈfekt]
• Auswirkungen auf etw. haben

department [diˈpɑːtmənt] ▶ Abteilung

pose a risk to sb. [ˌpəʊz ə ˈrɪsk tu]
• für jmdn. ein Risiko darstellen

severity [sɪˈvɛrəti] ▶ Schwere(grad)

ONE OF THE MAJOR RISKS TO YOUR SUCCESS IS YOU YOURSELF



Case study: Feedback (see p. 42)

The following comments are provided as food for thought. Different interpretations are, of course, possible.

What do Thomas and Eric each see as the major risk in the project?

For Thomas, technical IT issues are the major threat, as they could potentially lead to delays, cost overruns and internal user dissatisfaction, all of which could cause the project to fail. For Eric, the technical issues are less serious. He sees getting the buy-in of senior management as being the real challenge of this project. This is why he wants Thomas to have a clear and structured communication strategy.

To what extent do Thomas and Eric understand each other's perspectives?

Neither has a strong understanding of the position of the other person or an ability to listen. Each sees the project from his own perspective.

How much of a risk to the project is their relationship?

The relationship risk could have serious consequences. If they do not align their perspectives,

Eric may lose confidence in Thomas and ask him to leave the project. And such a change of senior staff in a project can send a very bad signal within the organization. If Thomas does continue to work on the project but has a poor relationship with Eric, he may not be very motivated to improve the communication aspect of his job. As a result, Thomas may perform this part badly, and this could possibly damage the rollout of the project.

What should Thomas and Eric do to improve their communication?

It is essential that Thomas and Eric start listening to each other in order to understand their different risk priorities and the importance of these priorities. They also need to agree on some common risk priorities with which they both feel comfortable. If they can't agree, one possibility would be for someone else to take over the responsibility of the communication strategy. This would leave Thomas to focus on technical matters. If that is not a possible option, it might be wise for Thomas to consider leaving the team so that Eric can execute the project in accordance with his vision. Eric can then take full responsibility for the results.

align sth. [ə'laɪn]

► etw. auf eine Linie bringen

buy-in ['baɪ ɪn]

► Zustimmung, Akzeptanz

challenge ['tʃælɪndʒ]

► schwierige Aufgabe

cost overrun

['kɒst ,əʊvəʀʌn]

► Kostenüberschreitung

execute sth.

['ɛksɪkjʊ:t]

► etw. ausführen

feel comfortable with sth.

[,fi:əl 'kʌmfətəbəl wɪð]

► mit etw. zufrieden sein

food for thought

[,fu:d fɔ 'θɔ:t]

► Denkanstoß/-anstöße

in accordance with

[ɪn ə'kɔ:dəns wɪð]

► in Übereinstimmung mit

issue ['ɪʃu:]

► Frage, Problem

rollout ['rəʊlaʊt]

► Anlauf

vision ['vɪʒən]

► hier: Vorstellung(en)

Your task: Learn to handle people risks

What people risks are you facing in your team or department? How are you dealing with them? How could you deal with them better in future?

5. Reducing the risk of yourself

It may be hard to admit, but one of the major risks to your success is you yourself. We create risks for ourselves and others in a number of ways, and these risks need to be managed. Here are three dimensions of “self-risk”:

- **Our biases.** Our assumptions help us to focus our energies on what we feel really matters. Yet, assumptions can also blind us to reality. We see what we want to see, hear what we want to hear and become irritated with those who challenge our views. Maintaining a sufficiently open mind is both challenging and essential in an uncertain world.
- **Our behaviour.** As with our thinking, much of our behaviour is on autopilot and focused on our own needs. We arrive at meetings with our own agendas. We listen poorly to others when they are talking about their needs, yet demand attention when we talk about our own. Poor communication and poor listening are serious risks to effective teamwork.
- **Our knowledge.** Expertise can and should be a good thing. Yet it is important to be able to coordinate different types of expertise within organizations in order to take intelligent decisions (see also the case study on p. 42). If we don't, problems are certain to come up.

Your task: Learn to manage yourself as a risk

To what extent could you and others benefit from a more open and supportive communication culture, with greater sharing of knowledge? What steps will you take to make this happen?

Conclusion

We can never eliminate risks, but we can create the conditions and processes to live with them. Many things will remain outside our control. Given the “VUCA” world that we inhabit, we cannot claim to be masters of our own destiny. We live in a complex, interconnected world that requires deep levels of collaboration and sharing if we wish to succeed. Perhaps the biggest risk we all face in the business world is failing to see this.

agenda [ə'dʒendə]

- Tagesordnung;
- hier: Ziel(vorstellungen)

assumption [ə'sʌmpʃən]

- Annahme, Mutmaßung

autopilot: be on ~

- [ˈɔ:təʊ,paɪlət]
- automatisch gesteuert werden



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bias [ˈbi:əs]

- Vorurteil, Voreingenommenheit

blind sb. to sth. ['blaɪnd tu:]

- jmdm. die Augen für etw. verschließen

department

- [di'pɑ:tmənt] ▶ Abteilung

expertise [ˌekspɜ:'ti:z]

- fachliche Kompetenz

irritated [ˈɪrɪteɪd]

- verärgert

master of one's own destiny: be the ~

- [ˌmɑ:stə əv wʌnz ,əʊn 'destɪni]
- sein Schicksal selbst bestimmen

Language reference

Here are some suggestions for ways to talk about managing people risks within your team or department.

Managing relationship risks

- How are you feeling today?
- What do you think about this?
- To what extent do you agree with this?
- Should we do this differently next time?

Managing purpose risks

- So what we want to do is...
- I think the main priority at this stage is to...
- What we shouldn't do is...
- What is going to stop us from achieving...?

Managing time risks

- Our main priority should be...
- Do you need any support with this?
- Can we reprioritize and leave this for the moment?

Managing competence risks

- How easy would it be for you to...?
- Would you like some training in...?
- Do we need new people to help us to...?
- I feel we need to be better at...

Managing engagement risks

- What do you know about my project?
- What we've been working on is...
- I can tell you more about this if you're interested.
- This will enable you to...
- We've already done...
- We've completed the project on time and on budget.

achieve sth. [ə'tʃi:v]

- etw. erreichen

department [di'pɑ:tmənt]

- Abteilung

engagement

- [ɪn'geɪdʒmənt]
- hier: Beteiligung, Auseinandersetzung

on budget

- [ˌɒn 'bʌdʒɪt]
- ohne Kostenüberschreitung

on time [ˌɒn 'taɪm]

- fristgerecht

reprioritize

- [ˌri:praɪ'ɒrɪtaɪz]
- neue Prioritäten setzen

stage [steɪdʒ]

- hier: Phase



For more tips on communication skills, watch our “Business with Bob” series of videos at www.business-spotlight.de/videos/bob



Solving problems

Wenn sich Probleme im beruflichen Alltag schon nicht vermeiden lassen, sollte man zumindest versuchen, sie zu lösen – und manchmal auch auf Englisch.

EASY AUDIO PLUS



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The more complex our working lives become, the more likely it is that things won't always go the way we would like them to. We cannot avoid problems, so what is important is how we deal with them. We must balance the need to solve problems with the need to maintain relationships. This can be difficult because people often have different perspectives and our actions have an impact on others.

Questions

Read the following dialogue between Anita and Juan. Think about the answers to these questions:

1. How does Anita help Juan to focus on the “real” problem?
2. How do Anita and Juan’s approaches to problem-solving differ?
3. How does Anita manage the process in order to help Juan find a solution?

Dialogue

- Anita:** Juan, what’s wrong? You seem upset.
- Juan:** Ha! I’m more than upset. I’m completely frustrated with Dave. I just can’t work with him any more.
- Anita:** Oh, no. What’s happened?
- Juan:** Well, he knows I need the monthly data by the 27th of each month so that I can complete the reporting by the end of the month.
- Anita:** OK...
- Juan:** And when he’s late, it puts me under pressure and I have to work late, or I miss the deadline. It’s simply not fair of him and I can’t continue like this.
- Anita:** OK, let’s step back from this for a moment. Let’s take our focus away from the person and think about the problem. You get the information too late, and this puts you under pressure, right?
- Juan:** Right. But we need to look at the cause of this. It’s Dave. He doesn’t deliver. He’s been late for the past two months.
- Anita:** I see. Well, we’ve identified the problem. And maybe there’s a good reason for Dave’s lateness. Maybe Dave has his own monthly challenges that are affecting his ability to get you the data when you need it.
- Juan:** Yes, but it’s clearly his fault. He needs to manage his tasks better.
- Anita:** You might be right, but rather than placing blame, we need a forward-looking perspective. We should start thinking about a solution to the problem.
- Juan:** Hmm. OK.
- Anita:** So, if you got the data on time, or your own deadline were moved back, this would reduce your stress and frustration, and the pressure you’re feeling.
- Juan:** Yes, that’s right.
- Anita:** Right, so the next step is to identify which of these two options is better and which is easier to make happen.
- Juan:** That’s a useful way of looking at it. I guess it might be easier for me to move back my delivery date for the report. But that means Dave doesn’t improve and it allows him to continue delivering late.
- Anita:** You’re right, of course. But now that we’ve found a solution that works for you, we can talk to Dave and find out what’s going wrong. If we can help him, and he can begin to deliver on time, then you can bring back your delivery date to the end of the month.
- Juan:** OK, that’s a good idea. Thanks, Anita.

affect sth. [ə'fekt]
➤ sich auf etw. auswirken

allow sb. sth. [ə'laʊ]
➤ hier: jmdm. etw. ermöglichen

approach [ə'prəʊtʃ]
➤ Herangehensweise

bring sth. back
[,brɪŋ 'bæk]
➤ hier: (zurück) verschieben

challenge
['tʃælɪndʒ]
➤ Herausforderung;
hier: Schwierigkeit

deliver [dɪ'lɪvə]
➤ hier: seinen Verpflichtungen nachkommen

delivery date
[dɪ'lɪvəri deɪt]
➤ Abgabetermin

forward-looking
[,fɔ:wəd 'lʊkɪŋ]
➤ zukunftsorientiert

impact ['ɪmpækt]
➤ Auswirkung(en)

maintain sth.
[meɪn'teɪn]
➤ etw. aufrechterhalten

on time [ɒn 'taɪm]
➤ fristgerecht

step back from sth.
[,step 'bæk frɒm]
➤ von etw. Abstand gewinnen; hier: beiseite-lassen

upset [ˌʌp'set]
➤ verärgert

work [wɜ:k]
➤ hier: funktionieren, gehen

Answers

Here are the answers to the three questions we asked:

1. Anita takes the focus away from the personal issue (Dave) and puts it on the real problem, which is that Juan is receiving the information he needs too late.
2. Juan is focused on the past and the cause of the problem. Anita, on the other hand, is focused on the future and on finding a solution.
3. Anita manages the process by breaking the problem down into stages. In this way, she helps Juan to solve the problem.

Grammar:

“When” and “if”

We use **when** and **if** to talk about future effects in different ways. We use **when** to talk about something that happens regularly — or that you *know* will happen — and to talk about its effects:

- And **when** he’s late, it puts me under pressure and I have to work late, or I miss the deadline.

We use **if** to talk about something that *might* happen in the future and to talk about its effects:

- So, **if** you got the data on time... this would reduce your stress and frustration...

Note that both **when** and **if** correspond to the German *wenn*, but only **if** can be translated as *falls*.

Useful phrases for talking about solving problems

A. Separating the person from the problem

- OK, let’s step back from this for a moment.
- Let’s take our focus away from the person and think about the problem.
- Let’s keep the facts in mind.

B. Identifying the problem and its effects

- This puts you under pressure, right?
- This is happening and it’s...
- Well, we’ve identified the problem.
- As a result of this problem, you have difficulties with...
- This problem has an effect on...
- When this happens, it causes / leads to...

C. Defining the desired outcome

- We need a forward-looking perspective.
- The best outcome would be...
- We need a solution that looks like this:...
- Are we sure this is the best outcome for us?

D. Deciding on the best way forward

- Which of these options is better?
- Which of these options is easier to make happen?
- Which is the best way forward for reaching the outcome we want?
- If we collect more / the right information, we may be able to get the result we’re looking for.
- If that happens, we’ll be able to avoid the problem next time.



KEY TIPS!

• Separate the person from the problem.

• Identify and agree on the effects of the problem.

• Define the outcome that you are looking for and think of different ways forward.

• Agree on the easiest / best / most efficient way forward.

break sth. down

[,breɪk 'daʊn]

• etw. zerlegen

issue

['ɪʃuː]

• Angelegenheit, Problem

outcome

['aʊtkʌm]

• Ergebnis

stage

[steɪdʒ]

• Phase; hier: Schritt



Problems:
don't make
it personal



Art: think about the lessons you can learn from it

CAREERS & MANAGEMENT LEADERSHIP

LEARNING FROM THE MASTERS

Um ein Unternehmen erfolgreich zu führen, muss man keine modernen Managementbücher wälzen. Ratschläge finden sich auch in der Weltliteratur, in Gemälden alter Meister und in der Welt des Pop und Rock. STEVE FLINDERS stellt einige von ihnen vor.

ADVANCED



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1. Theatre

KING LEAR

by William Shakespeare (1564–1616)



BACKGROUND

King Lear is considered by many to be **William Shakespeare's** (left) greatest play. Set in pre-Roman Britain, it is the tragic story of an ageing king who, wanting to retire, divides his kingdom between the two daughters who flatter him while banishing the one who really loves him. Civil war follows, and Lear goes mad. The play is a study of how one terrible mistake made by a leader can destroy an institution, a society and the lives of many innocent people.

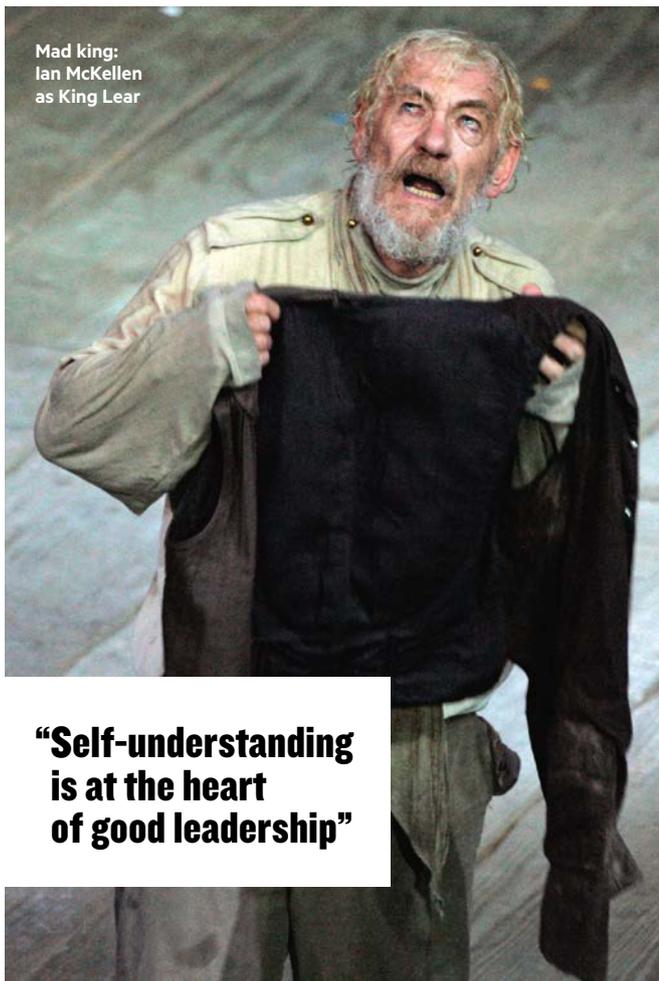
Shakespeare wrote *King Lear* in 1606, three years after Queen Elizabeth I of England had died childless. Although the accession of her cousin James I went smoothly, people were very worried about how stable the new regime would be. Shakespeare seems very conscious of the dangers of political weakness and instability.

Look for “leadership and management books” on the Amazon website and you’ll get well over 100,000 results. But are they really the best source of ideas?

Attempts to explain leadership go back a long way. Business leadership may be relatively new, but concepts of political and military leadership have been around for at least 3,000 years. Classics such as *Tao Te Ching* by Lao-tzu, a Chinese sage writing in the sixth century BC, and *The Prince* by Niccolò Machiavelli, an Italian diplomat writing in the early 16th century, tell us much more about leadership than many modern books.

Creative artists have also long been fascinated by leadership. Look, for example, at the bas-reliefs of Assyrian kings in Berlin’s Pergamon Museum to see statements made by artists about leadership up to 3,000 years ago.

Art helps us understand ourselves, and self-understanding is at the heart of good leadership. In this article, we look at eight different art forms that can offer us important lessons about leadership.



Mad king:
Ian McKellen
as King Lear

**“Self-understanding
is at the heart
of good leadership”**

LESSONS FOR LEADERS

- **Know yourself and know your people.** Lear is vain and selfish. His inability to see the difference between truth and lies has terrible consequences.
- **Learn to listen and manage your emotions.** When the Earl of Kent, who is loyal to Lear, tries to tell him what a huge mistake he is making, Lear loses his temper and banishes him from his kingdom.
- **Manage goodwill.** Lear wastes all the goodwill his loyal servants show him as king.
- **Manage your succession.** Poor succession can destroy both nations and businesses. Lear chooses to give his kingdom to the wrong daughters.

accession [æk'seʃən]
• Thronbesteigung

banish sb. ['bæmɪʃ]
• jmdn. verbannen

bas-relief
[ˌbɑːriˈliːf]
• Basrelief, Flachrelief

BC (before Christ)
[ˌbiːˈsiː] ▶ v. Chr.

civil war
[ˌsɪvəlˈwɔː]
• Bürgerkrieg

earl [ɜːl] ▶ Graf

flatter sb. ['flætə]
• jmdn. umschmeicheln

go mad
[ˌgəʊˈmæd]
• verrückt werden

innocent ['ɪnəsənt]
• unschuldig

lose one's temper
[ˌluːz wʌnz 'tempə]
• die Beherrschung verlieren

pre-Roman
[ˌpriːˈrəʊmən]
• vorrömisch

regime [rei'ʒi:m]
• [wg. Aussprache]

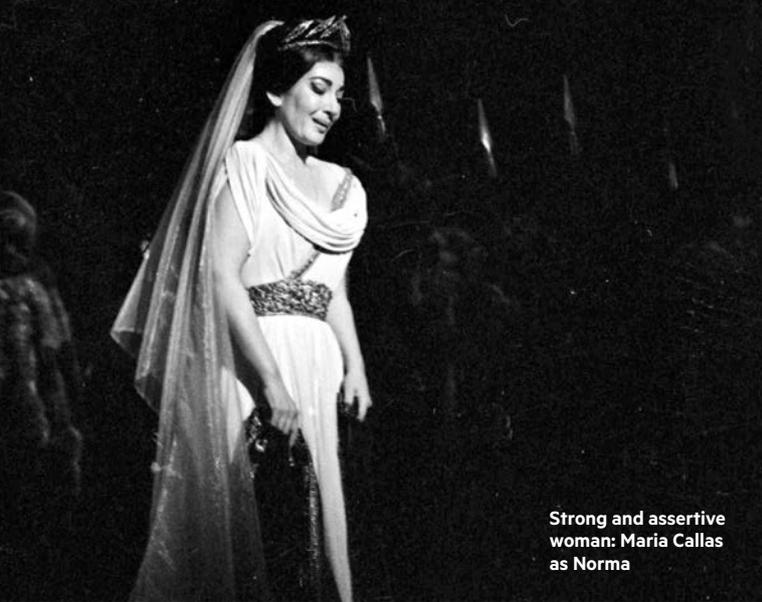
sage [seɪdʒ]
• Weise(r)

selfish ['selfɪʃ]
• selbstsüchtig, egoistisch

set: be ~ [set]
• spielen

succession
[sək'seʃən]
• Nachfolge

vain [veɪn]
• eitel



Strong and assertive woman: Maria Callas as Norma



2. Opera

NORMA

by Vincenzo Bellini (1801–35)



BACKGROUND

Vincenzo Bellini (left) might have written more than ten operas had he not died tragically young, at the age of 34. *Norma*, first performed at La Scala, Milan, in 1831, is his best-known work.

Norma is a high priestess of the Druids in Roman-occupied Gaul. She has taken a vow of chastity to serve her people, who want to rise up against the Romans and kill the hated proconsul, Pollione. But Norma has been having a secret affair with Pollione and borne him two children. When Norma finds out that Pollione wants to leave her for a younger woman, her love turns to hatred, her secret is discovered, and both her life and Pollione's end in tragedy.

Bellini shows a sensitive interest in Norma's situation and feelings. This makes the opera relevant today, especially to women in leadership roles.

LESSONS FOR LEADERS

- **Balance your professional and private roles.** Norma is a strong and assertive woman who is divided between her commitment to her job and her personal roles as lover, mother and friend (to the woman who is replacing her in her lover's affections). In a male-dominated world of priests and soldiers, people look to her for inspiration and yet she is constrained by the rigid rules that prevent her from truly being herself. Norma struggles to reconcile the contradictions in her life and ultimately fails. But her courage and determination to be both a leader and a private person — expressed so movingly in her singing — can inspire us all.



3. Cinema

THE SEVEN SAMURAI

by Akira Kurosawa (1910–98)



BACKGROUND

The Seven Samurai was made by the Japanese film-maker **Akira Kurosawa** (left) and released in 1954. The film is set in 1586 and tells the story of how the farmers of a poor village in Japan persuade seven ronin (masterless samurai) to help defend them against bandits who plan to

steal their crops. Filmed in black and white, it is both a thrilling action movie and a moving story of the struggle between good and evil. It is regularly on critics' lists of the best films ever made and has inspired countless other film-makers and films, including the western *The Magnificent Seven*.

In the film, we see the weaknesses of the samurai's characters as well as their strengths. And there is tragedy, too, as not all the samurai survive. This complexity helps to make the film a masterpiece.

“The team's strength lies in its diversity and mutual respect”

LESSONS FOR LEADERS

- **Build a balanced team.** The leader of the samurai recruited by the farmers has experience, good judgement and resolve. He, in turn, recruits a variety of other samurai: a natural deputy, a skilled swordsman and another who uses humour to bind the team together. The team's strength lies in its diversity and mutual respect. The team members recognize each other's strengths. And the team gets results.
- **Define a strategy.** The samurai define a plan and give their total commitment to its realization.
- **Develop and train your team.** Developing people is a key part of leadership. The samurai spend a lot of time training the villagers how to fight.

affection [ə'fekʃən] → Zuneigung, Zärtlichkeit

assertive [ə'sɜ:tɪv] → selbstbewusst

commitment [kə'mɪtmənt] → Hingabe, Verpflichtung

constrained [kən'streɪnd] → eingeengt

contradiction [ˌkɒntrə'dɪkʃən] → Widerspruch

crop [krɒp] → Ernte

deputy ['depjʊti] → Stellvertreter(in); Vertraute(r)

Gaul [gɔ:l] → Gallien

high priestess [ˌhaɪ 'prɪstəs] → Hohepriesterin

reconcile sth. ['rekənsaɪəl] → etw. in Einklang bringen

recruit sb. [rɪ'kru:t] → jmdn. anwerben

release sth. [rɪ'li:s] → etw. herausbringen

resolve [rɪ'zɒlv] → Entschlossenheit

rigid ['rɪdʒɪd] → streng

rise up against sb. [ˌraɪz 'ʌp ə'ɡenst] → sich gegen jmdn. erheben

sensitive ['sensətɪv] → feinfühlig

swordsman ['sɔ:dzmən] → Schwertkämpfer

vow of chastity [ˌvaʊ əv 'tʃæstəti] → Keuschheitsgelübde



4. Literature

ANIMAL FARM

by George Orwell (1903–50)



BACKGROUND

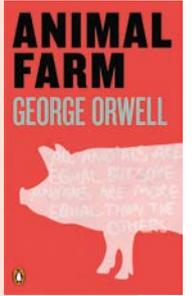
George Orwell (left) was a British writer who fought on the Republican side in the Spanish Civil War of the 1930s. His best-known books are *Animal Farm*, which was published in 1945, and *Nineteen Eighty-four*, which he wrote shortly before his death.

Orwell was a campaigner for plain English and wrote *Animal Farm* using very simple language. It is a good first novel for any non-native speaker of English to read.

Animal Farm is an allegory about the rise of Stalin and the failure of Soviet communism. The animals of Manor Farm organize a rebellion against the farmer, Mr Jones, and establish their own regime based on the Seven Commandments of Animalism. But soon, the pigs, led by Napoleon (Stalin), assume control of the farm, take privileges for themselves and rewrite the commandments. Finally, in the eyes of the exploited animals, the pigs' regime seems just the same as that of Mr Jones.

LESSONS FOR LEADERS

- **Challenge toxic leadership.** *Animal Farm* graphically illustrates how dangerous leaders can be when unconstrained by the rule of law or by strong societal rules. Toxic leaders, in business as well as politics, need to be challenged by other leaders and followers before they become too powerful to be displaced. The pigs become dictators through manipulation and rule by fear. *Animal Farm* is a very funny book, showing us not only how ruthless toxic leaders can be, but also how stupid, with Orwell making fun of the pigs. There are lessons we can learn about many modern politicians and business leaders here.



Animal Farm: a lesson in the dangers of unconstrained leaders



5. Poetry

“MENDING WALL”

by Robert Frost (1874–1963)



BACKGROUND

The American poet **Robert Frost** (left) was a farmer, poet and teacher. His early experience as a farmer in New Hampshire had a big influence on his writing. The country experiences and the everyday language of this poem lead us into more complex questions about who we are and why we do what we do. These questions are characteristic of Frost's work as a whole.

Frost's life was not easy. His father died when he was 11, and Frost suffered from periodic depression. But he came to be seen as one of the greatest US poets, and read one of his poems at the inauguration of John F. Kennedy in 1961. In “Mending Wall”, published in 1914, the narrator contacts his New England neighbour so they can walk along the wall that divides their properties and make repairs together.

LESSONS FOR LEADERS

- **Manage change.** Frost meditates on why he and his neighbour go through the yearly ritual of mending the wall. Since there are no cows, it doesn't matter if the wall is broken in places. But when Frost questions his neighbour, he twice gets the reply: “Good fences make good neighbours.” His neighbour does not want to change the habit of a lifetime. Frost challenges the convention but cannot get his neighbour to change. Maybe Frost lacks influencing skills, or maybe he also finds it hard to change. He reflects on the boundaries between himself and others. Leaders need to manage change effectively and take their teams with them.

Build a balanced team:
the samurai in
Akira Kurosawa's film



boundary

['baʊndəri]
• Grenze, Abgrenzung

campaigner

[kæm'peɪnə]
• Kämpfer(in)

commandment

[kə'mɑ:ndmənt]
• Gebot

displace sb.

[dɪs'pleɪs]
• jmdn. vertreiben;
hier: absetzen

exploit sb.

[ɪk'splɔɪt]
• jmdn. ausbeuten

inauguration

[ɪ,ɪnə'gʒjə'reɪʃən]
• Amtseinführung

make good neighbours

[,meɪk ɡʊd 'neɪbəz]
• hier: für eine gute
Nachbarschaft sorgen

mend sth. [mend]

• etw. reparieren,
ausbessern

narrator [nə'reɪtə]

• Erzähler(in)

property

['prɒpəti]
• Grundstück,
Grundbesitz

ruthless

['ru:θləs]
• rücksichtslos

toxic

['tɒksɪk]
• hier: schädlich, mit
negativen Folgen



Powerful leader:
Charles V in Titian's painting



6. Painting

THE EMPEROR CHARLES V ON HORSEBACK by Titian (c. 1488/90–1576)



BACKGROUND

Charles V was the most powerful man in the world when **Titian** (left) painted this portrait in 1548. As Holy Roman Emperor, King of Spain and ruler of the Spanish Netherlands, Charles V's territories stretched across both the Old World and the New.

Tiziano Vecellio — Titian in English — travelled to the imperial court in Augsburg to paint the emperor's portrait, following Charles's victory over the Protestant armies at the Battle of Mühlberg in 1547. In 16th-century Europe, artists were usually fairly low in the social order, but Titian was a superstar, ranking alongside Michelangelo and Raphael. He was a hugely innovative and versatile painter and psychologically very perceptive. The good relationship he built with Charles helped him create this complex image of leadership.

Today, the picture hangs in the Museo del Prado in Madrid.

LESSONS FOR LEADERS

- **Define and brand your leadership style.** Charles wanted this portrait to communicate a powerful message about his rule. It is an early example of leadership branding. Charles's leadership was characterized by a determination to defend and extend his empire. The portrait speaks of authority, determination, experience and skill. Charles's gaze into the distance conveys the sense of a man of vision. His assertive hand grips the lance confidently. Even the horse seems to recognize the special power of the individual it is bearing. And yet the tiredness of his posture shows humanity and fallibility as well.



7. Photography

MAHATMA GANDHI AND HIS SPINNING WHEEL by Margaret Bourke-White (1904–71)



BACKGROUND

Margaret Bourke-White (left) was an American photographer and photojournalist, the first woman photographer to be hired by Life magazine and the first female war photographer. She was with the American troops who liberated Buchenwald in 1945, and she was in India before its independence in 1947.

Among her many famous photographs is one of Gandhi, taken in 1946 for a Life article on India's leaders, although the magazine did not publish the image until later. Mohandas K. Gandhi — known as the “Mahatma”, a holy and revered person — was then 76. His campaign of passive resistance against the British government of India had helped bring Britain to the negotiating table and inspired millions, as his ideas and beliefs still do today.

Like everyone else in the ashram where Gandhi lived, Bourke-White was expected to spend an hour every day spinning and so had to learn this new skill in order to get her photograph.

LESSONS FOR LEADERS

- **Become a “servant leader”.** Bourke-White's photograph clearly communicates what Gandhi represented. Gandhi was a leading Indian politician, but his simple dress shows none of the trappings of power. He wore a loincloth during negotiations with the British, even in the UK in winter. He combined a sense of purpose with a humility that helped to win him enormous support for his marches and hunger strikes.
- **Communicate your messages effectively.** Gandhi was also an astute publicist. His spinning wheel stood as a symbol of the self-reliance, freedom and peace that millions could achieve by acting together.



astute [ə'stju:t] ▶ schlau

branding ['brændɪŋ]
▶ Markenbildung;
hier etwa: Imagepflege

convey sth. [kən'veɪ]
▶ etw. vermitteln

fallibility [ˌfælə'bɪləti]
▶ Fehlbarkeit

gaze [geɪz] ▶ Blick

humility [hju'mɪləti]
▶ Demut, Bescheidenheit

imperial court
[ɪm,pɪəriəl 'kɔ:t]
▶ kaiserlicher Hof

lance [lɑ:ns] ▶ Lanze

liberate sb./sth. ['lɪbəreɪt]
▶ jmdn./etw. befreien

loincloth ['lɔɪnkloθ]
▶ Lendenschurz

negotiating table
[nɪ'gəʊʃieɪtɪŋ ,teɪbəl]
▶ Verhandlungstisch

perceptive [pə'septɪv]
▶ aufmerksam, scharfsinnig

posture ['pɒstʃə]
▶ Körperhaltung

publicist ['pʌblɪsɪst]
▶ hier etwa: PR-Experte

revere sb. [rɪ'vɪə]
▶ jmdn. verehren

self-reliance [ˌself rɪ'laɪəns]
▶ Eigenständigkeit

sense of purpose
[ˌsens əv 'pʊr:pəs]
▶ Zielstrebigkeit

spinning wheel
['spɪnɪŋ wi:l]
▶ Spinnrad

trappings ['træpɪŋz]
▶ Insignien

versatile ['vɜ:sətərl]
▶ vielseitig



8. Pop and rock

In the world of pop and rock music, we find artists who sing about leadership, artists who lead others in order to get their music across, and artists who become important leaders for their fans. Here, we look at three artists and the lessons they provide.

MADONNA

Since her career took off in the early 1980s, Madonna Louise Ciccone has probably had more impact on the way young women across the world lead their lives than any other person. The best-selling female recording artist of all time, with over 300 million record sales, 58-year-old Madonna has revolutionized the way women see their sexuality through her often controversial songs (“Like a Virgin”, “Like a Prayer”), videos, dancing, stage acts and costumes.

In her portrayal of the former first lady of Argentina Eva Perón in the film version of the musical *Evita*, she consolidated her image by playing the role of another woman of power. For more than 30 years, Madonna has continually updated her brand and practised disruptive leadership, and through innovation and clever management, she has remained in the public eye.

LESSONS FOR LEADERS: Have a vision. Manage your brand. Use controversy to your advantage. Pick the right people for



Madonna: a perfect case of innovation and disruptive leadership

your management team. Innovate constantly. Make sure you are an effective influencer.

BOB DYLAN

Bob Dylan, too, is still a hero for millions, even decades after his eponymous first album came out in 1962. Originally seen as a folk and protest singer, Dylan shocked his followers when he started playing the electric guitar in 1965 and rejected the idea that he was the leader of a political movement. Over the past 50 years, he has reinvented himself again and again.

LESSONS FOR LEADERS: Be courageous in following your vision. Do not allow other people to define you or your brand. Be subversive. Innovate.

“Most employees believe that they are poorly led”

THE ROLLING STONES

In contrast to Madonna and Dylan, The Rolling Stones have remained successful for more than 50 years by doing more or less the same thing. (Their last really innovative period was in the 1970s.) Mick, Keith and colleagues have defined and occupied a musical niche, become supremely good at what they do and developed a charismatic leadership for their followers, who now span several generations.

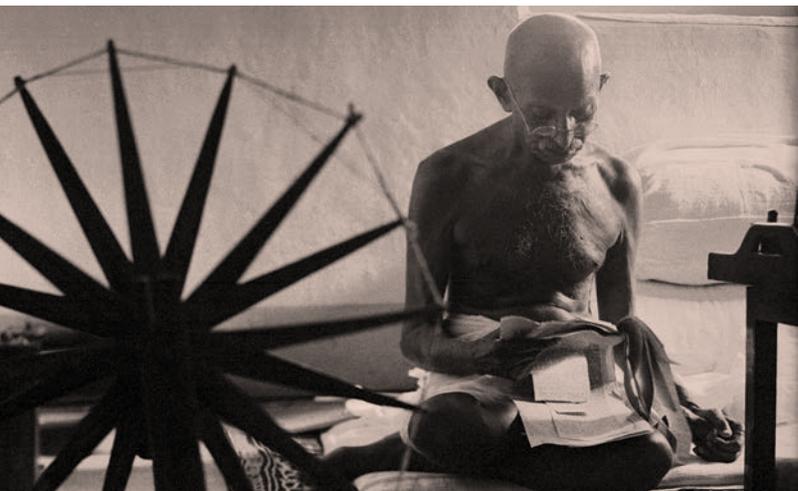
LESSONS FOR LEADERS: Define a clear USP (Unique Sales Proposition) for your brand and stick to it. Be charismatic.

A lifelong journey

Most employees believe that they are poorly led. And yet leadership can be learned. We can all become leaders and continually develop our leadership abilities by practising the skill and getting feedback on our performance, through reflection and by learning from others with leadership experience.

Among those from whom we can learn are creative artists such as the ones in this article. And there are many other art forms — including sculpture, ballet, architecture and music — that can provide us with useful lessons about leadership.

Make your enjoyment of the arts part of your own lifelong leadership journey.



brand [brænd]
• hier: Markenzeichen, Image

disruptive [dɪsˈrʌptɪv]
• störend; hier: revolutionär

eponymous [ɪˈpɒnɪməs]
• gleichnamig

impact [ˈɪmpækt]
• Auswirkung(en); hier auch: Einfluss

niche [niːʃ]
• Nische

portrayal [pɔːˈtreɪəl]
• Darstellung

sculpture [ˈskʌlptʃə]
• Bildhauerei

span (a period of time) [spæn]
• (einen Zeitraum) umfassen

stage act [ˈsteɪdʒ ækt]
• Bühnenauftritt

take off [ˌteɪk ˈɒf]
• (durch)starten

Symbol of self-reliance, freedom and peace: Gandhi at the spinning wheel in the famous photograph by Margaret Bourke-White