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WHITEPAPER – EXECUTIVE INSIGHTS



Leadership Skills in **Transition:** Skills that Leaders Need Today

Executive Summary

When the world changes, the parameters for companies also change.

Crises are not a state of emergency, but occur repeatedly - and managers must always react adequately to them. Sometimes completely new leadership skills become important. Identifying these leadership skills reliably in candidates and deciding which leader has the prerequisites for true excellence is one of the most important steps to long-term entrepreneurial success.

In this white paper, EO Executives describe the 5 Leadership Skills that have emerged during work with numerous companies and executives as essential for excellent leadership in 2023. These leadership skills are:

- Emotion management
- Crisis management skills
- Digital adaptability
- Diversity management
- An agile mindset

Each of these skills is **defined** by EO Executives and placed in the **context** of recent years. In particular, the **various sub-aspects** that make up the competence and their respective weighting are addressed.

In addition, EO Executives has developed a **detailed set of questions** for each leadership skill that HR decision-makers can use to assess the respective skill.

We invite you to read the full white paper and take an in-depth look at the 5 key leadership skills that are essential for a modern leadership style. We would be delighted if our question sets help you with your assessment. EO Executives is your experienced partner to help you successfully fill vacant leadership positions.

01 Introduction



The most reliable constant is change, and our world is changing rapidly.

Companies need to continuously adapt in order to succeed. Leaders have a central role in this, because the success or failure of a project depends directly on its leader. What qualities make a good or even excellent leader stand out from the crowd? Depending on whom you ask – and when – there are always new answers to this question.

In this white paper, we name the **5 characteristics** we increasingly encounter in countless conversations with clients and candidates. These qualities are aspects that companies miss when managers no longer meet expectations and a separation becomes necessary.

And they are aspects that boards of directors, managing directors and HR managers

are paying more attention to when they commission us as consultants to fill a management position with a new – and better – leader.

With over 25 years of experience as HR consultants, we recognise how much the important issues have changed over the years. It is also worth noting that despite all the international differences, there is similar development in many countries regarding which characteristics are more central today.

In this paper, you will find a detailed definition of each of the 5 leadership competencies that we have found to be important. In addition, we have developed a **set of questions** that HR managers can use for an initial assessment in the selection process for a new leader.

02 There have always been crises

The Corona crisis and the associated lockdowns have changed a lot - not least in the leadership skills that are considered important.

It's easy to fall into the narrative that „the world has never changed as fast or as much as it is today.“ However, in over 25 years as consultants and against the background of thousands of successful placements, we know: In fact, crises and changes are and always have been an absolutely normal circumstance in companies.

Remember, for example, the situation 10 years ago, in 2013: then, as now, the world was characterised by complex challenges that also affected the economy.



The NSA affair caused concern among many companies, as their data might no longer be secure.



Debt crises in the Eurozone - especially in Greece - and the aftermath of the 2008 financial crisis weighed on the economy.



Technical innovations such as cloud computing, mobile payments and big data analytics changed the business models of many companies.



The onset of the refugee crisis, the Arab Spring, initial discussions about Brexit and the uprisings in Turkey had an impact on economic relations between the countries concerned and other states.



Unrest in Ukraine, Thailand, Brazil and Venezuela led to general instability in the countries concerned.



Which Leadership Skills were important in 2013?

Which competencies did experts consider important in 2013 in order to lead successfully despite the changes?

So-called **emotional intelligence**, i.e. the ability to perceive emotional concerns and to react empathically to them, was of central importance.

The **personal inner attitude** was also strongly emphasised: a good leader should be a team player, build others up and constantly strive for self-improvement.

In addition, „classic“ leadership competencies such as **result orientation and strategic-analytical thinking** were also brought to the fore. A concrete example is the cluster model developed by Jack Zenger and Joe Folkman in 2013/2014.¹

It identifies the following areas of competence as crucial for successful leadership: for successful leadership:

- Results orientation
- Driving change
- Character
- Interpersonal skills
- Individual skills

Jack Zenger and Joe Folkman have not changed their model since 2013, not even under the pressure of the Corona crisis.

However, this is not the rule: the events of 2020 led to a rethinking in companies in general about what qualities make a good leader.

What Leadership Skills did Covid bring to the fore?

The impact of the start of the Corona pandemic in 2020 was unusually rapid and affected almost all sectors equally. Many companies experienced the lockdown particularly intensively. Accordingly, **the ability to deal with the digital** as a manager received a lot of attention during the Corona period. Compared to the time before 2020, this development has accelerated and digital technologies have arrived in every department and in every activity.

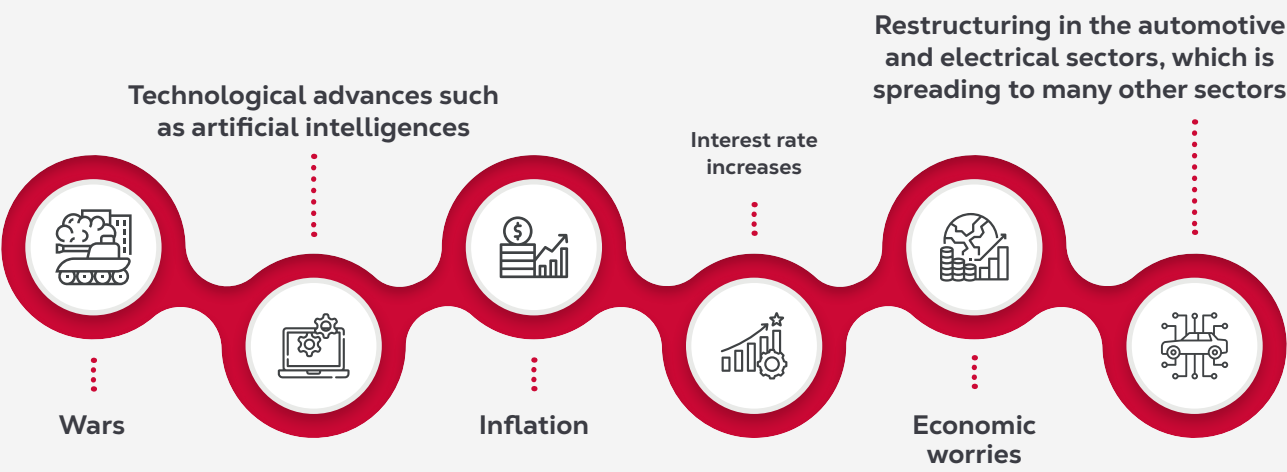
In addition, **confident crisis management** was elementary during the events surrounding Covid-19. The personal mindset has become even more important since 2020.

The **Interim Management Report** offers an exciting insight into which skills interim managers, in particular, experienced and still experience as important during the crisis in projects in over 2,000 companies. In 2023, 2,145 interim managers were asked by EO Executives about the experiences and impressions they gained in a wide range of roles and companies - including the leadership skills that helped them perform effectively. Interim managers work for many companies in a short period of time and therefore have a unique and deep insight into current developments. The Interim Management Report, published every two years, regularly compares several thousand experiences of interim managers from all over the world. The result is a revealing overall picture from which crisis hotspots, trends, forecasts, possible solutions and current indispensable management skills can be extracted.

Which factors are decisive today?

Like any crisis, the Corona pandemic has brought about lasting changes to which leaders have had to respond adequately. However, these changes are not a state of emergency, but part of the global development that has always occupied and changed companies.

Of course, the impact of Covid-19 must be taken into account when considering what a modern leader must be able to do today. But we must not ignore the ever-changing bigger picture. The Corona pandemic is only one factor among many. Other concrete factors are, for example:

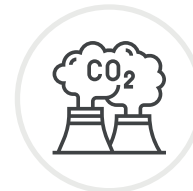


The Institute of German Business (Institut der deutschen Wirtschaft) identifies four topics as particularly disruptive, namely:



Digitalisation

Legal ambiguities and an individually very different level of digitalisation are particular challenges when establishing digital solutions in companies.



Decarbonisation

To minimise the impact of climate catastrophe, industrial production of CO₂ must be avoided and, where possible, reversed.



Demography

Demographic change means that fewer young skilled workers are entering the market. Companies must develop strategies to counter this shortage.



De-globalisation

Political conflicts are leading to more trade barriers, making exports increasingly difficult.²

The world is constantly changing, and leaders need to be able to dynamically adapt to it.

What does this adaptation look like at the moment? What skills do companies demand from outstanding leaders today? And how can a company determine whether a candidate possesses these key competencies?

03 The 5 Most Important Leadership Skills 2023



Which leadership skills are crucial for economic success – or for the economic survival of companies?

5 leadership skills have emerged as particularly important. The following sections explain each of these leadership skills, identify their sub-aspects and provide a set of questions for an assessment.

1. Emotion Management³

Crises and upheavals are stressful. This applies equally to all those involved, be they employees, managers or owners.

Many managers are technically well prepared for such situations – but in the end, it is often the management of the emotions that accompany change that is decisive.

Only those with the skills for good emotion management can reliably demonstrate qualities such as resilience, the ability to deal with conflict and openness, regardless of the situation, and lead a company safely through a crisis. Leadership begins within.

When dealing with each other, good emotion management means being aware of the other person's emotions and responding to

them empathically. Those who can manage emotions can build interpersonal relationships and resolve conflicts more easily. Emotion management is important to create a constructive working atmosphere.

In emotion management, however, the focus is not only on the counterpart, but also on the leader themselves. A competent leader is aware of their own emotional needs and regulates themselves accordingly. They ensure that their emotions do not get in the way of their goals, but support them – for example, in terms of motivation.

Emotion Management means more than just being good to each other

Emotion management has been cited as a key leadership skill for most of the last 10 years.

Only in the first year of the Corona pandemic did this skill take a back seat as digital adaptability took the spotlight. Good emotion management is considered an absolute basic skill in leadership positions.

But not all emotion management is the same. Behind the term are various aspects that do not always receive the same attention. Often only aspects of interpersonal interaction are mentioned – or only the ability to motivate and inspire. In recent years, this picture has begun to shift: Conflict skills, negotiation skills, networking and above all self-knowledge have gained in importance.

Emotion Management: Assessment Questions

The following set of questions can help you assess a candidate in terms of good emotion management:

Personal Emotion Management

- Can you tell us about a challenging situation that required a strong understanding of your own feelings and values? What did you learn about yourself?
- In what way do you reflect on yourself in your leadership role?
- Describe a situation where you found it difficult to keep your cool and make effective decisions. How did you cope?

Interpersonal Emotion Management

- Give an example of a difficult interpersonal situation you have experienced as a leader. How did you manage it, and what was the outcome?
- How do you show empathy and understanding towards your team members? Can you give a concrete example of a situation where you have demonstrated these qualities?
- Describe your tactics for building and maintaining solid relationships. How do you foster trust and open communication?

Constructive Working Atmosphere

- How do you get feedback to improve as a leader? Do you actively seek it out? What was the last feedback you received, and how did you respond to it?
- Tell about a situation where you had to adapt your leadership style to meet the needs and personalities of your team members. What did you change?
- How do you deal with conflicts within your team? How do you take individual emotions and perspectives into account?

Managing Emotions Under Pressure

- Tell us about a decision where you had to consider both rational and emotional factors. How were you able to combine both?
- How do you ensure that your emotions do not cloud your judgement when you have to make critical decisions under high pressure?
- Describe a situation in which you motivated your team to give their best. How did you do it?

2. Crisis Management Skills

Crises occur repeatedly in companies – they are not exceptional situations, but an expression of a permanently changing world.

Understanding this is a central aspect of good crisis management skills.

A competent leader knows that good crisis management does not mean avoiding crises completely. It is about containing the negative effects of the crisis and, at the same time, strengthening the company in the long term.

What other aspects are part of successful crisis management? A manager must be able to anticipate crises. To do this, they must keep up-to-date with new developments and trends and also have the necessary experience

to classify the information correctly and to act proactively.

In addition, good self-leadership is indispensable. Especially in a crisis, a leader must demonstrate adaptability and resilience. The ability to lead oneself is closely related to another aspect, namely being able to lead the team safely and keep it flexible even in difficult times.

It is important to shield negative influences from outside and to ensure a productive working atmosphere despite obstacles.

Crisis Management Redefined: More than Adaptation and Resilience

As the chapter „2. Crises have always existed“ emphasises, managers were confronted with new challenges long before 2020.

However, the ability to successfully manage crises has become an even more important topic since the beginning of the Corona pandemic. Since this all-encompassing crisis, it has become clear that crises do not need highly specialised crisis experts; rather, every manager needs crisis competence.

However, this crisis competence is almost always limited to the aspect of adaptability or resilience. Anticipation before and innovation during the crisis are rarely emphasised. The particular difficulty of team leadership during a crisis is almost never mentioned.

However, a leader should possess all these qualities – adaptability, resilience, the ability to anticipate, the ability to innovate, and the ability to lead a team despite challenges – in order to reliably master crises.

Crisis Management Skills: Assessment Questions

Does a manager have the skills to manage a company successfully, even in times of crisis? The following questions provide a good starting point for an assessment.

Anticipate Crises

- Can you describe a situation where you foresaw a possible crisis in a leadership role? How did you prepare yourself?
- How do you keep up-to-date with the latest news? Can you give an example of how you have acted proactively based on news?
- Name a case where you have implemented preventive measures to avoid the negative consequences of crises. Did you have the desired success?

Dealing Adaptively with Crises

- Tell us about a situation where you had to adjust your strategy due to a crisis or changing circumstances. What decisions did you make?
- How do you manage the balancing act in your team during a crisis between flexibility and agility on the one hand and stability and resilience on the other?
- Give an example of a situation where you had to make difficult decisions under pressure, taking into account the long-term impact on the company. How did you manage to do this?

Communication & Team Management during Crises

- How do you communicate effectively with your team and stakeholders during a crisis? Can you illustrate your communication strategy with a real-life example?
- Describe a situation where you successfully motivated your team members during a difficult period. How did you maintain concentration and morale in the team?
- Describe a situation where you had to delegate responsibilities spontaneously. How did you ensure that your team members were able to take on the responsibility?

Learning from Crises

- What measures do you take to reflect on your handling of a crisis afterwards?
- Can you give an example of a conscious change you implemented based on your experience in a previous crisis?
- How do you ensure your team learns from past crises and is well-prepared for future crises?

3. Digital Adaptability

Progressive digitalisation has had a major impact on companies in recent decades.

New digital business models have emerged; already established industries have had to adapt their ways of working.

However, when it comes to interpreting these changes, opinions differ: For some, the digital is a leadership skill in itself - for others, it is merely a new framework for their time-honoured activities that may require changes in companies, but not in the personality of managers.

What is often neglected is the focus on the special inner attitude that we call digital adaptability. The digital age does indeed require special qualities from managers. What are these?

A good leader should have an affinity for IT and react flexibly to technical innovations. At the moment, this means, above all, the sensible use of AI. It is important to understand where the opportunities and limitations of AI lie.

A manager should be willing to experiment and be genuinely interested in technological advances, but must also deal with the question how new tools can be profitably integrated into the workflow.

How does this attitude manifest itself in everyday work? On the one hand, an excellent manager uses AIs and other tools to familiarise themselves with them and optimise their work. On the other hand, they motivate others to do the same so they can get the maximum benefit from digital tools.

In doing so, the manager must also keep an eye on software developments that are not necessarily prestigious. For example, in many industries today, the challenge of successfully leading a team remotely is central - something that only became possible in this form through messenger services and the linking of office programmes via the internet.

Digital Adaptability:

Turning Challenges into Opportunities

Before 2020, digital adaptability was only a side note in characterising a good leader. After the outbreak of the pandemic, however, it moved to centre stage. The lockdowns established working from the home office, where the main focus was during the first pandemic year when it came to leadership skills.

Since 2021, this focus has gradually dissolved. The quick reaction to the acute crisis has been replaced by strategic considerations of digital transformation. Interestingly, this was and is often thought of along the supposed conflict line of „man vs. computer“.

However, the synergy of artificial and human intelligence promises more success. AI tools are not a competition or a threat, rather they are tools that will change human work, but not

replace it. Those who know how to use artificial intelligence smartly can achieve faster, more thorough and more effective results.



DIGITAL ADAPTABILITY: ASSESSMENT QUESTIONS

The following questions can help you determine whether a leader has the necessary digital adaptability.

Consciously Perceive **Technologies**

- How do you keep up to date with technological advances and trends in your industry? Can you give an example of how you incorporated this knowledge into an important decision?
- Name a situation where you have integrated new technologies or digital tools in your team or organisation to increase productivity or to achieve strategic goals. Were you successful? What would you do differently in the future?
- When was the last time you tried a new digital tool? Which tool was it, and what did you think of it?

Digital Transformation

- Describe a digital transformation project you have led or been involved in. What were the main challenges, and how did you overcome them? What long-term results were you able to achieve?
- How do you assess the potential impact of new technologies on your company's operations and business model? To what extent do you already use new technologies?
- Tell us about a case where you encountered resistance or scepticism during a digital transformation process. How did you address the concerns?

Data-Based Decisions

- How do you use data analytics to support your decision-making process? Can you give a concrete example of how data-driven insights have influenced you in a decision?
- Describe a situation where you have successfully used data analytics or business intelligence tools to identify opportunities for improvement. What actions did you take, and how did you monitor their effectiveness?
- Describe your experience using key performance indicators (KPIs) to measure success. What was important to you? What will you pay attention to in the future?

Data-Based Decisions

- How do you identify the needs and skills of your team members in relation to technology? How do you ensure that team members have the resources and knowledge to use relevant technologies effectively?
- How do you foster a culture of technological curiosity and learning in your team?
- In your leadership role, how do you combine automation and spatial distance on the one hand and human relationships and personal interactions on the other?





4. Diversity Management

With globalisation, the issue of diversity has increasingly come to the fore.

However, diversity does not only mean cultural or ethnic differences.

Aspects such as age, disabilities, gender, sexual orientation, family situation, career, geographic and social origin, and health status also distinguish team members from one another. On the so-called deep level, factors such as personal convictions, personality traits, knowledge and competences are also added.

Right now, diversity is often an issue in relation to **different generations**. Different values and lifestyles make for different work ethics. The line of conflict between the baby boomer generation and generations Y (Millennials) and Z is particularly pronounced.

Companies are increasingly realising that diversity is not only an ethical obligation, but also a competitive advantage. Elementary to this is a working culture in which everyone is

welcomed. A good leader understands this and can constructively **unite highly diverse individuals in a team**.

This also includes **recognising and avoiding discrimination**. This is easier said than done, because discrimination is usually not obvious. A leader needs to know about the different types of discrimination and be aware that everyone – including themselves – has prejudices. The key to avoiding discrimination is honest self-reflection, by every team member. The goal is **inclusion and fair opportunities** for all. It is the leader's job to share this goal with the team and to inspire them to achieve it.

Diversity is also important outside of their own team. Leaders should have a **high level of intercultural competence**. Even in culturally foreign environments, a leader must be able to make a good impression and assert their own interests.

Diversity Management is more important than ever today: Diversity management as a leadership skill was not as much in focus 10 years ago as it is today.

Yet managing groups of highly diverse people has always been an essential aspect of successful leadership.

Remote work and political conflicts have made it even more important in recent years.

The establishment of remote work creates additional differences in the team that need to be considered. In terms of technical competence, hardware and the ability to organise oneself, there are large discrepancies

between the employees that must be balanced out. It must also be taken into account that remote work is more prone to misunderstandings in the interpersonal sphere.

The increasingly numerous political and social lines of conflict can divide the team. Especially on political and religious issues, the fronts can quickly harden today and affect the work. The manager must recognise conflict potentials and conflicts must be prevented or mediated if possible.



Diversity Management: Assessment Questions

Is a candidate for a leadership position sincerely concerned about diversity, or is it more appearance than reality? The following assessment questions can help with the assessment.

Leading Teams **with high Diversity**

- How do you promote diversity in your team or company? Can you give examples of initiatives or routines you have implemented to create a positive working environment for all?
- Describe a situation where you successfully led a team with people from different backgrounds, cultures or perspectives. How did you use the unique strengths of your team members and create a cooperative team dynamic?
- How do you ensure that all voices are heard in your team? Can you give an example of how you have promoted open dialogue involving all team members?

Combating **Discrimination**

- What strategies do you use to identify and mitigate your unconscious biases?
- Describe a situation where you had to challenge existing routines or policies that led to prejudice or limited diversity in the team. How did you approach this challenge, and what change did you bring about?
- How do you encourage your team members to address their own prejudices? Can you name strategies that you have used in the team to raise awareness of prejudice and mitigate its effects?

Intercultural **Competence**

- Describe a situation where you had to deal with cultural differences. How did you adapt to meet the different cultural norms and values?
- How do you promote cultural competence in your team? How do you eliminate culturally related misunderstandings and differences of opinion?
- Give an example of how you have already used cultural diversity productively in your team. How did you specifically go about it, and what did you learn?

Dealing with **Resistance**

- How do you deal with conflicts that arise due to diversity? Can you give examples of how you have resolved such conflicts in the past while maintaining a respectful working environment for all?
- Describe a decision-making situation where very different points of view and interests had to be taken into account. How did you ensure that all perspectives were heard and everyone felt included?
- How do you deal with resistance in the team when it comes to promoting diversity and inclusion?

5. Agile Mindset

Changes and crises always occur – those people who want to react appropriately to them must remain flexible.

The review of 2013 with all its challenges, which we have undertaken in Chapter 2, has made one thing clear first and foremost:

changes and crises always occur – those people who want to react appropriately to them must remain flexible. A good leader never „finishes learning“. Rather, they have to adapt continuously.

In today's world, this agile mindset includes, above all, the awareness that hierarchies have flattened out. Instead of mere delegation, it is important to encourage **collaborative work** in the team. For this, it is important that the manager himself sets a good example and creates the framework conditions so that all team members can communicate with each other at eye level.

Employees today also experience and expect **greater appreciation** of their abilities. This concerns not only the content level, but also the working conditions.

Compared to the older generations, workers from Generation Y and Z often demand shorter and more flexible working hours - and are quick to change employers if the working conditions are not right for them. No one can say for sure how these (and other) developments will develop. Absolutely central to an agile mindset is, therefore, **the willingness to continue learning throughout one's life**.

Only leaders who continue to educate themselves and remain dynamic will have the necessary leadership skills in the future.



Leadership Roles Change - an Agile Mindset adapts

It has long been known that successful leaders should have an agile mindset, but until the Corona pandemic, it was usually only mentioned in detailed models.

Being able to adapt and adjust to new demands was considered an implicit aspect of other leadership skills rather than a skill in its own right.

In addition, agility before 2020 was sought in output (innovation, creativity) rather than internally (willingness to learn). The focus was not on whether a manager could develop themselves, but on whether they could develop the company. Individual development, however, is the basic prerequisite for the lasting development of the company.

Without personal growth, a manager lacks the knowledge and skills to lead a company in a contemporary way in 10 years.

The upheavals caused by Covid-19 have made an agile mindset more important again in recent years. In this context, especially in the early days of the pandemic, characteristics such as „honesty“, „humility“ or „trustworthiness“ appeared in many models.

In general, more attention is being paid to holistic personal aptitude. A modern leader today should not only achieve results, but also be a partner and role model for their team.

Agile Mindset: Assessment Questions

Does a manager have an agile mindset? Does he or she have the dynamism to be able to adapt to new situations, both professionally and personally? You can use the following questions for an assessment.

Collaboration

- Can you give an example of a project where you actively sought co-operation with other people, teams or companies? How did you promote co-operation, and what added value did you achieve as a result?
- Describe a situation where you had to deal with differences between partners. How did you resolve the conflict while maintaining a positive and productive relationship?
- How do you promote collaboration in your team or company? Can you name specific strategies you consciously use to promote cross-functional collaboration?

Relationship Building & Stakeholder Management

- Share an example of how you have built relationships with stakeholders. How did you build trust and maintain the relationships? What goals were you able to achieve together?
- How do you identify external partners or stakeholders who can bring complementary skills or resources? How do you engage with them?
- Describe a situation where you were able to resolve disagreements with stakeholders through effective communication. How did you find common ground?

New Work Mentality

- How do you think employees' expectations and needs have changed in recent years?
- How do you make your employees feel valued in their work environment? What opportunities do you use to assess employee satisfaction?
- Can you give an example of how you have successfully addressed a team member's needs to enable a better work-life balance while achieving team goals?

New Work Mentality

- Tell us about a situation where you faced a new challenge. How did you acquire the skills and knowledge to meet the challenge?
- How do you motivate your team to learn something new? Can you give an example of how you got your team to learn something new?
- What goals have you set for yourself to expand your own skills and knowledge? What strategies do you use to advance your personal development?

04 Conclusion

For many employees and companies, our world is changing faster than ever before – and with it, the conditions under which companies operate are changing at the same time.

Of course, this also means that the demands on managers have to change repeatedly.

The current 5 most important leadership skills that have emerged in our work with numerous companies and candidates for leadership positions are:

- Emotion management,
- Crisis management skills,
- Digital adaptability,
- Diversity management and an
- Agile mindset

All these skills have their roots in a common basic characteristic:

Adaptability: Regardless of the field, a leader must always adapt to the current situation and acquire important new skills.

Human Resources has the important task of assessing candidates in terms of their skills

and general adaptability. This task requires a lot: First, the skills that are important for the position have to be determined. Then comes the challenge of assessing candidates fairly, thoroughly and reliably in terms of these skills.

But even after the recruitment process, companies should support and challenge their managers with regard to leadership skills.

Only managers who continuously develop and learn will be able to lead safely and successfully in the future.

The HR department is also called upon to identify needs and find strategies to train and support their managers in a targeted manner.

We would be pleased to help you with our definition of the current 5 most important leadership skills and the 5 corresponding question sets.



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Success in companies is made by people. Leaders play an important role in this. Our mission is to help our clients build the **Best Leadership Team** they have ever had.

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Reference

¹An overview of the cluster model is provided in the article "[Researchers discover the recipes for outstanding leadership](#)" by Frank Scheelen, in: Computerwoche 2019 1-3.

²Cf. [At the same time: How four disruptions are changing the German economy. Challenges and Solutions](#), IW Study, 2021.

³The term "emotional intelligence" or "EQ" is also often used to describe this skill set. Because of the scientific controversy surrounding the term, we have decided not to use it.

⁴This temporary change in focus is demonstrated, for example, in the article "[Leadership Lessons From A Year Of Covid-19](#)" by Bill Fischer, in: Forbes, 26.03.2021.

⁵Examples of this development are articles such as "[6 Leadership Skills You Need for Business Success](#)" by the Harvard Business School or "[The 8 key leadership skills you need to know in 2023](#)" by the International Institute for Management Development (IMD). Both articles were accessed on 19 July 2023.

⁶For example, in the article "[7 Leadership Traits For The Post COVID-19 Workplace](#)" by Dana Brownlee, in: Forbes, 07.05.2020, as "#5 Flexibility and Adaptability".

⁷An exception is Bill Fischer in "[Leadership Lessons From A Year Of Covid-19](#)" in: Forbes, 26/03/2021.

⁸The latter position is taken, for example, by Paul Leinwand and Mahadeva Matt Mani in their article "[Digitizing Isn't the Same as Digital Transformation](#)", in: *Harvard Business Review*, 26.03.2021.

⁹Many concrete examples are provided by Leinwand and Mani *ibid*.

¹⁰This line of conflict - and a possible solution - is shown, for example, by Paul Leinwand et al. in "[6 Leadership Paradoxes for the Post-Pandemic Era](#)", in: *Harvard Business Review*, 23.04.2021.

¹¹More information on diversity can be found in the EO blog post "[Diversity - WHAT?](#)", 06.03.2023.

¹²For example, diversity management is not mentioned as a leadership skill in Zenger and Folkman's cluster model (see "2.1 Which leadership skills were important in 2013?"), although it was already addressed as a leadership skill before 2013. e.g. the DDI publication [Ready-Now Leaders: 25 Findings to Meet Tomorrow's Business Challenges. Global Leadership Forecast 2014 | 2015](#), published in 2011.

¹³For example, the DDI publication [Ready-Now Leaders: 25 Findings to Meet Tomorrow's Business Challenges. Global Leadership Forecast 2014 | 2015](#) and the model by Zenger and Folkman focus on this.

