

Sebastian Schulz

Leadership in High Performing Cultures

An Empirical Analysis in German Consulting Practice

Master's Thesis

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LEADERSHIP IN HIGH PERFORMING CULTURES AN EMPIRICAL ANALYSIS IN GERMAN CONSULTING PRACTICE

Master of Business Administration (MBA)

FOM Hochschule für Oekonomie & Management

Studienzentrum Stuttgart

Master Thesis

zur Erlangung des Grades eines
Master of Business Administration (MBA)

über das Thema

Leadership in High Performing Cultures

An Empirical Analysis in German Consulting Practice

von

Sebastian Schulz

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List of Abbreviations

C-Level Chief Officer-Level

CEO Chief Executive Officer

DIY Do it Yourself

DOA Dead on Arrival

HR Human Resources

MHP Mieschke, Hofmann und Partner

PWC PriceWaterhouseCoopers

Q1 Question 1 (Research Question 1)

Q2 Question 2 (Research Question 2)

VUCA Volatile, Uncertain, Complex, Ambiguity

VP Vice President

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1. Introduction

Chapter 1 introduces the topic of this research by providing background information. Thereby, the relevance and problem statement of the study are highlighted, which qualifies the topic to be discussed. The chapter concludes with the formulation of the research questions.

1.1. Background

Development Dimensions International (DDI) began to research on the topic of leadership in 1999 and conducted one of the most expansive leadership projects ever in history¹. In their report, dozens of practical, evidence-based recommendations, ranging from digital transformation, purpose, culture to gender and generational diversity, are summarized, integrating data from 25.812 leaders and 2.547 HR professionals across 2.488 organizations, spanning more than 1.000 C-level executives and 10.000 high-potential employees including 54 countries and 26 major industry sectors². In their study, 25 findings about the state, context and future of leadership are identified across six overall dimensions³:

- Leaders at the Core (Leadership & talent on top agenda for CEO's)
- Digital & Data (Digital and Data accelerate the need to build capabilities)
- Growth & Potential (Robust learning and growth engines for future leaders)
- Leader Diversity (Advancing gender and generational diversity in leaders)
- Cultural Drivers (Powerful forces that will disrupt)
- The HR Opportunity (HRs influence to deliver on this strategic agenda)

Each of these dimensions holds several recommendations and key data that describe leadership challenges and implications. In total, some overarching trends emerge as consistent guiding principles flowing into all aspects and dimensions and therefore can be highlighted as follows⁴:

¹ Cf. Sinar, E. et al., 2018, Global Leadership Forecast 2018

² Cf. Sinar, E. et al., 2018, Global Leadership Forecast 2018, p. 1

³ Cf. Sinar, E. et al., 2018, Global Leadership Forecast 2018, p. 2

⁴ Cf. Sinar, E. et al., 2018, Global Leadership Forecast 2018, p. 54