

CHINAVALUE



Author Introduction

Associate Professor Daniel F. Pinnow, born in 1962, is a most famous expert in leadership and management science in the German speaking regions. Since 1997 he is the managing director of the Academy of Leadership in Überlingen and Bad Harzburg and from 2004 until 2007 he was a Member of the Board of Directors of Cognos Group. With 2.800 employees and 60 branches the Cognos Group is one of the largest private and independent training institutes in Germany.

Daniel F. Pinnow gathered a lot of experience as top manager and human resources manager within multinational companies such as EADS and E.ON. His major in university was economy and psychology and he engaged in systemic training as consultant and coach after graduating from university.

He is lecturer in leadership and human resources management for Munich University of Technology and since 2007 he is Associate Professor of Leadership and Human Resources Management at the Capital University for Economics and Business in Peking.

As the initiator of Systemic Leadership in Germany, Professor Daniel F. Pinnow combined his rich leading and managing experiences with traditional management theory, organization psychology and family system therapy. Moreover, he is an experienced top management trainer and coach.

He has also published a series of theses and books about human resources management and systemic leadership.

Leadership – What really Matters

Interview with Daniel F. Pinnow, Managing Director of the Academy of Leadership in Überlingen and Bad Harzburg, Germany

[Content Abstract] I have a passionate and dynamic personality and I have no fear in my heart, this is very much a result of childhood and the environment in which I grew up. In my view strong power in the heart cannot be learned. Excellent leadership is the creation of a world where others are willing to follow you, the first step is self confidence.

ChinaValue: Professor Pinnow, why did you write “Leadership – What really matters”? What new things does your book emphasize compared to other books about leadership?

Daniel F. Pinnow: The first reason that motivated me to write this book was my management experience. I had a lot of passion and dreams when I finished university. I was full of energy and wanted to move the world. After I had worked for about five years I realized that my boss carried a lot of fear within himself every day, he was very careful about what he said and did. On reflection I realized that most of the past theories about leadership were usually covering the general area of management such as organization, control delegation and so on. I think the really important challenge is however “how do we inspire others and maintain good relationships with others.

The master of management Peter Drucker presents us with many management theories but did not tell us “how” we should do it. I did not want to follow that single approach to study management, instead I researched within the field of psychology focusing mainly on organizational psychology . I would like to apply this new approach to studying the world.

In my book I talk about what is really important in a leader’s daily work and what is the goal of excellent leadership. The first aim of leadership is giving direction. The second one is making decisions. The third one is to inspire people. The fourth one is ensuring good organizational communication. The fifth one is dealing with complexity. Last but not least, to develop yourself and your staff. I have been in charge of the Academy for Leadership in Germany for 12 years. I have developed a new management approach called Systemic Leadership, the main part of my book is comprised of this topic. It is not just the theoretical qualification of the theory that is important to me but also that I can apply these principles in my work as a leader, a trainer and a coach successfully. Systemic leadership is already an important topic for leadership education in Germany, it provides new answers to new problems in new situations. It is no longer possible to lead “know how” workers who are very creative in the more traditional authoritarian way. Excellent managers need to have vision to develop potential in their employees. In my opinion a successful manager should have power in his heart and know how to inspire people. The managers who

attend my seminars know who they are, can better lead themselves, make self cognition and are very strong in self reflection.

It is a process where I furthered existing theories by drawing out new approaches and methods.

ChinaValue: How do you think of your style as a leader? And how did you form your leadership style?

Daniel F. Pinnow: I am very enthusiastic and energetic by nature, I have no fear in my heart. These attributes are rooted in my childhood . I am the eldest of five children and our father died when we were young, so I had to be the leader of my brother and sisters. My mother loved me very much and what is more important is that she trusted me. I feel that I can get on well with powerful managers but they also feel my power. From my experience I think that parents should not force or suppress their children but also help them to develop themselves so that they can build a powerful heart. A powerful heart cannot be learnt in this sense.

ChiaValue: The first thing for a manager is that how to manage himself. So how do you think of self-management for a leader?

Daniel F. Pinnow: I hold around six seminars each year besides managing the Academy and writing books. We have about 8500 young professionals participating in our seminars each year. Some of them have only two or three years of work experience. I believe it is better to visit leadership courses when you are still young. Then there is plenty of time to apply the principles, learn and reflect and continually improve them.

We teach our delegates a useful method to lead themselves better, which is reacting with the correct instinct at the right time and controlling how things are going. This method is suitable for all managers including all levels, top, middle and junior. The difference is that top managers can use this method more quickly and more directly.

The more successful managers have the same traits, which means that they all have a high EQ, this means self reflection, self control, a devoted working attitude, thinking for others and an excellent social ability.

A high EQ does not mean being friendly to everyone or ignoring emotions. It means evaluating themselves and others more realistically, accepting human nature and handling interpersonal relations properly. In a word, a high EQ ensures that leaders make good decisions.

Emotional management is the core task of leadership. Promoting emotional quality is a key qualification for every leader. Our emotion – whether positive or pessimistic – gives us a perspective for self reflection. Leaders need to find a balance, not too much or not too little. Leadership means creating an environment where others are willing to follow you, this environment cannot be measured by financial reports, it is hard to control. The question is whether people want to stay and in a committed way follow. Leadership means

self-cognition.

Leadership comes from leaders themselves, not from their employees or enterprises. The first question for a leader to answer is “how do I understand leadership?”, then to consider whether his actions are helpful to others, whether he can influence others, whether he is accepted.

ChinaValue: How do you think of fear in leaders' heart now?

Daniel F. Pinnow: I think the first step to handle inner fears is to find out the reason for them. In general the fear is not from the job itself but from life, usually the roots of fear lie in our childhood. It is just the same for people from every country. In western countries, the individual life is regarded as the first value and is most important. The government just provides the basic game rules for society. This is the reason that America has been leading the field of technology for so many years.

The situation is different in China however it seems to be changing now. The big earthquake is a real tragedy. But I learnt a lot of inspiring things recently. Especially that the Chinese Government showed great respect for the life of individuals.

Generally speaking I think we should make it clear where our fears come from and learn to live with them. In this way the fear can be overcome and changed. On the other the government and society can provide help and support.

In the business world these days we pay a lot of attention to the hard and soft factors of leadership. We can see and measure the factors such as money, time and ability however some values within leadership such as feelings and relationships cannot be measured. These soft factors however are the most important and influence around 85% of the total picture. As quoted in my book, leadership is like an iceberg – the rational 15% can be seen and recognized. The other 85%, the emotional factors are deeply hidden.

「Reporter : Lingli Shen」

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人物介绍

丹尼尔·皮诺，1962年生人，是德语地区最负盛名的领导力和管理学专家。1997年起担任柏林根和哈茨堡德国领导力学院院长，2004年进入汉堡 COGNOS 集团董事会。

有在跨国康采恩如德国宇航公司、鲁尔天然气公司中担任高层管理和人力资源经理的多年工作经验。他工作过的公司有欧洲宇航防务集团（德国）、E.ON 鲁尔燃气公司等。

大学毕业于经济和社会学专业的学者后来接受过系统顾问和教练的培训，在慕尼黑技术大学教授人事领导和人力资源管理课程。

作为德国“系统领导论”的开路者，皮诺将其多年的领导和管理经验与传统管理理论、组织心理学以及家庭系统治疗结合起来。也是一位富有经验的高级管理培训师和教练，还出版了一系列人力资源管理和系统管理的论文和著作。

领导力-核心揭秘

访德国领导力学院院长 丹尼尔·皮诺

我的性格是非常热情和精力充沛的，我的内心没有恐惧。这来源于我从小生活环境。坚强和强大的内心，这种力量是无法学习的。好的领导力就是要构建一个其他人乐意追随的环境，首先，领导意味着自我认知。

价值中国网：为什么会写《领导力-核心揭秘》这本书？相对于其它论述领导力的书，它的重点是什么？

丹尼尔·皮诺：首先是我的管理工作经验。我在毕业时有许多的激情和梦想，我相信自己有很大的能量，我想推动整个世界。但是我工作了三五年之后，我发现我的老板每天其实有很多的恐惧和害怕，做事情非常谨慎。所以，我认识到之前或者是关于领导力的研讨常常涉及到如何去控制、组织等管理的一般问题。但是我认为实际上如何去激励大家，与大家保持良好的沟通与联系才是真正重要的问题。

管理学大师彼得·德鲁克告诉了我们许多管理方面的理论，但是并没有告诉我们怎么做。我没有单纯沿着管理这个领域去探索，而是在心理方面也作了一些研究。我主要研究了组织

心理学。我希望能从这个角度去研究这个世界。

在我的书中，我想探讨的是在日常领导工作中什么最重要？优秀有效的领导应该是什么样的？我认为第一个是必须给出明确定位和方向，第二个是做出决策；第三个是必须做出内部激励；第四个是做好组织沟通；第五个是做出一些系统和复杂的事；第六个方面是人力资源，开发员工潜力。

我在现在的工作岗位，也就是德国 Cognos 已经工作了 12 年，在这个过程中我发明并应用了系统领导来的研究方法。这也是我这本书中最重要的部分，也已经是德国进行管理人教育的一个最主要的主题。因为它对新情况下出现的新问题给予了解答，将重点放在领导力的实施性上。例如，现在的知识管理者很有创造性思维，无法用强制的方法去领导他们。这些经历热需要的是好的管理者能看到他们的潜力，具有远见。一个成功的管理者必须要善于激励别人，内心有激情。上过我的研讨会的人都会意识到字样进行自我管理和自我反省，认识和了解自己。

我无法准确解释我是怎样形成书中的思想，这是一个过程，在这个过程中我将一些定式的东西移除了，并注入了许多新的方法和元素。

价值中国网：你觉得自己是一个怎样的领导者？这种风格是怎样形成的？

丹尼尔·皮诺：对我来说，我的性格是非常热情和精力充沛的，我的内心没有恐惧。这来源于我从小生活环境。我的父亲在我 7 岁的时候去世了，我有 4 个兄弟姐妹，我是最大的孩子，因此我从小就是孩子王。而我的母亲给予了我极大的关爱和信任。所以，我现在能与任何强势的管理者共事，并也能让他们体会到我的力量。父母应该爱自己的孩子，帮助他们去开发和发展自己，而不是压制和强制。这样，才会造就一个坚强和强大的内心，这种力量是无法学习的。

价值中国网：任何一个管理者，首先面临的问题应该是如何管理自己。你怎么看待领导者的自我管理？

丹尼尔·皮诺：我除了做执行董事，进行企业的管理工作和写书，每年大概会上五到六次课。

在我的学员中，大概有 8500 多名年轻的职业人士，有的刚刚大学毕业，有的只有 2-3 年的工作经验。他们觉得年轻时学习领导力的课程会更好，因为会有更多的时间去应用，尽早学会如何正确地做事。

我们交给学员有一个重要的方法，就是怎样去控制事情的过程，在正确的时间做出正确的反应。这种方法对基层、高层的管理者都是相似的。只不过对于高层管理者来说，应用这个方法需要更快、更直接。

不同的优秀领导者，会有一个共同的特点，即情商都很高。这体现在他们善于自我反省、自我控制、敬业精神、换位思考能力和社交能力。

高情商并不意味着对所有人都一定要很友好，对自己的感情不加限制地随意发泄。而是意味着更为现实地评价自己和他人，接受各种人性，恰当地运用人际关系。高情商能赋予领导者更好地做出决策。

情感领导是领导力的中心任务，对于领导者个人来说，增强我们的情绪智能，是优秀领导者的必备品质。我们的心情，无论好坏或是否均衡，都提供给我们一个自我窥视的视角。领导者应该学会找到这样一个视角。感情太少和感情太多都是不合适的，需要找到其中的一个平衡。对我来说，好的领导力就是要构建一个其他人乐意追随的环境。这个环境是很难用财务报表等数据来衡量的，这些要素很难调控。正因为如此，领导者的成功应从自己身上开始进行测试。领导，首先意味着自我认知。

领导力并非始于员工或企业目标，而是从领导者本身开始。领导者最重要的任务就是要定期审核自己对领导力的理解，扪心自问，自己的行为对他人是否有帮助，是不是能发挥影响，能不能被接受。

价值中国网：现在回过头去看你最初的老板，你怎样看待他总是充满恐惧的状态？

丹尼尔·皮诺：对于恐惧，我认为最主要的是搞清楚这种恐惧是来自于哪里。一般来说，这种恐惧其实并不是来源于工作，在孩童时期就已经形成了。这对所有文化、所有国家中的所有人都是一样的。在西方国家对这种认知大体上是认可的。因为他们觉得最主要的价值是个体的生命和生活，自己是最重要的，而政府指示制订了社会的基本规则。这也是为什么美国在技术上会一直领先的原因。

但是在中国这种情况可能会不太一样，可这种情况也正在发生变化。这次中国发生的特大地震，非常不幸。但在这次灾难中，我听说了许多激动人心的事情。而且，我看到了中国政府和领导人对个体生命的重视和尊重。

所以，对个体来说，在管理自己的过程中，应该弄清楚这种恐惧是来自于哪里，并学会如何与它共处。那么，这种恐惧就是可以克服和改变的。另外一方面，有的国家和社会会来做这件事情。

在如今的企业中，给予优秀领导力的软硬因素以关注。但是，金钱、时间和能力大部分投入到了可感知的部分，而一些不明确的数值如感觉、伦理、动力和关系则很难以测量。但这些软因素的力量对今天的领导者而言，它的影响则恰恰可能占到了 85%。

在我的书中，我所研究的关于领导力的问题像一座冰山，关于在管理中容易看到的理性现象的内容只占到 15%，更多的是隐藏在下面的情感的因素。

「记者：沈凌莉」

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