

# THE LEADERSHIP OF KNOWLEDGE WORKERS SEMINAR



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## *Background*

Experts and specialists with know-how – i.e. knowledge workers, are highly sought after individuals. They are a talent resource, which can afford to be more choosy and demanding these days.

How they are managed is vital. For instance, a directive approach based on hierarchy doesn't wash with them anymore. The quality of the leadership they receive and having a trusted relationship with their managers are determining factors when they make decisions about whether to stay with or leave an organisation.

According to Gallup research nearly 90% of the German workforce do not feel bound to their employer. Deloitte found that Generation Y's average length of employment is only 16 months.

Organisational leaders are a critical link between knowledge workers and the organisation. How leaders put strategy into action, how they deal with issues and how they form personal relationships are of essential importance.

The leadership of knowledge workers therefore entails particular requirements.

These days, management guidelines are packed with descriptions of required leadership behaviours, which managers more than agree with.

However, more than principles written on paper are necessary in order for new management behaviours to become effectively lived.

A thorough review and understanding of own values and attitudes is needed in order for leadership principles to live and not just be described and talked about. Awareness of one's own influences and the resulting values and behaviours enables more productive co-working and better relationships between people from different backgrounds and with differing points of view.

## *Seminar overview*

The following points will be covered in 3 modules over 9 days:

- Leading knowledge workers:
- Specific requirements and options
- How to keep employees in an organisation for longer
- How does personality influence leaders' relationships with knowledge workers?
- How can the bridge between organisational strategy and knowledge workers work?
- How can highly paid soloists become a tuneful orchestra?
- What contribution does leadership make to the efficient cooperation across departmental, country and cultural boundaries?

### *How?*

- Through real organisations' actual examples and participants' own experiences
- On the basis of current effective leadership models
- By dosed theory mixed with live interaction
- With a balance of reflection and practice
- Making it sustainable and directly applicable using input from peers and through networking
- By thinking and creating new ideas in a stimulating environment away from the day-to-day

## *Seminar details*

### *Modul 1*

- The topical issue of leading knowledge workers. Parameters and trends (demographics, economy, working relationships, values)
- Introduction to reflecting on one's own experiences of being led or in a leadership role.
- The leadership and bonding of knowledge workers through personality.
- Discussion on leadership models.
- Thematic coordination of leadership, management and the leadership of knowledge workers.
- Targeted, goal-oriented leadership: from alignment to negotiation.

### *Modul 2*

- Understanding the needs and motivations of knowledge workers.
- Similarities and differences to one's own needs.
- Peers' feedback on the effect on others. Applying this to the leadership of knowledge workers.
- Communication with knowledge workers.
- The meaning of organisational culture to knowledge workers. Definitions, models and case studies.
- Systemic thinking and systemic management.
- Principles of team development for knowledge workers.
- Conflicts as opportunities for the leadership of knowledge workers.

### *Modul 3*

- Leadership as the bridge between organisational goals and knowledge workers.
- Change management in theory and practice.
- A run down of typical change management and tailored interventions.
- The creation of change architecture.
- Involving knowledge workers in change processes.
- Leadership during change processes.
- Key competencies: communication and inclusion.
- Leadership of multicultural teams.
- Talent management as a tool in the leadership of knowledge workers.

### *Key information*

**What:** Presentations, group work, experience-oriented learning, collegial advice.

**Principles:** Openness, respect, appreciation, reflection

**Target Group:** All organisational leaders who want to attract and/or retain knowledge workers.

**Dates**

On demand

**Costs**

4.500 € plus VAT

## *About us*

### *Stephan Orths*

- Born 1958. Married.
- Dipl.-Ing. RWTH Aachen
- 17 years in senior management
- 8 years as a consultant
- Partner of the synetz Group
- Head of the synetz Change-Processes company
- International and inter-cultural experience
- Many years of experience of managing staff and teams
- German and English as working languages
- Author
- Flexible, creative and good-humoured
- Appreciative and respectful
- Achievement oriented and humanistic
- Able to work with ambiguity



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During the course of my career as production manager and technical director in internationally renowned businesses I managed a series of important change projects. During these I kept finding that the most challenging aspect as well as critical success factor of these projects was to align the organisational need for continuous improvement with those needs of the employees.



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I am always hugely impressed by how effectively a participant can apply the output of a targeted exercise within a leadership programme in their actual leadership practice. Being able to enable such experiences at our events is what really concerns and satisfies me.

[www.wissensarbeiterfuehren.com/en/](http://www.wissensarbeiterfuehren.com/en/)

### *Bernd Peters*

- Born 1963
- M.A. (German language and literature, Psychology, Education Science)
- 22 years as a trainer, consultant, personal and organisational developer including leadership development for international organisations including ABB and Daimler
- Supporting Change Management projects and Strategy development
- International and inter-cultural experience
- German and English as working languages
- Able to improvise and effectively illustrate
- Creative and witty
- Appreciative and respectful
- Interested in people and results