

# PLACING THE HUMAN BEING AND THE VALUE CONTRIBUTION AT THE FOREFRONT – THE HHL'S "LEIPZIG LEADERSHIP MODEL"



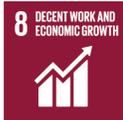
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**Concerned SDG(s):** 4,8,9

**HEI name:** HHL – Leipzig Graduate School of Management

**Type of HEI:** Business School (Private, state-approved institution with university status)



## CHALLENGE

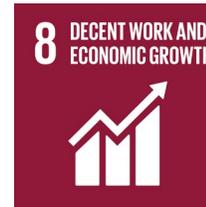


We live in a world today that many describe as volatile, uncertain, complex and ambiguous (VUCA). Therewith arise many **challenges in a fast paced environment**, such as rapid technological developments, growing political tensions, climate change and the changing nature of how we work, to name only a few. To face these and future challenges, **we need leaders that are equipped with the right tools and mind-sets**. They need to navigate these waters through finding future-fit solutions and to inspire people to live up to their full potential in order to contribute to a flourishing and just world. One place where these aspiring leaders in business and society start their journey

are Business Schools around the globe. Therefore, **HHL set out to develop the Leipzig Leadership Model (LLM)**. A guiding framework for future leaders, which sets out to look beyond old paradigms of faster, higher, stronger at all costs but focusses on how to leave a mark by contributing to society at large and serving a purpose beyond self-interest. By focusing their approach on the notion of contribution that goes beyond the individual dimension, the LLM tries to give a response to one of the core questions when dealing with topics of leadership: **»How do you justify power over others?«**



Through the Leipzig Leadership Model (LLM), HHL contributes to the development of a more holistic, responsible and value based management education of business students.



To sustain prosperity and decent work in the future we need to rethink how we do business. Through the LLM, HHL raises students' awareness for future challenges and aims to foster a more sustainable growth.



One of LLM's key dimensions is 'entrepreneurial spirit'. HHL aims to encourage and empower students' entrepreneurial ambitions and sets a strong focus on innovation within their education.

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## PRACTICE

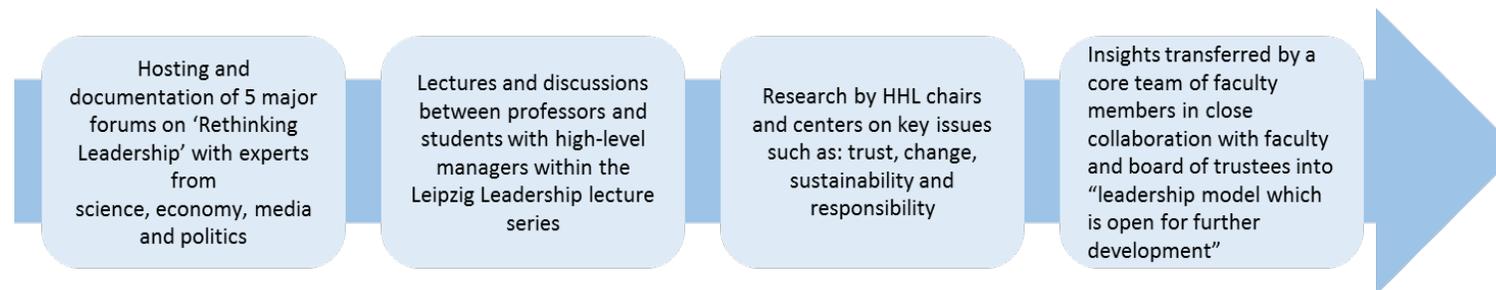
The goal of the LLM is to provide a model that can act as a compass to today's leaders. **It aims to foster an understanding that goes beyond personal interest but aims to find purpose through contributing to public value.**

The goal is to equip young aspiring leaders with a tool & mind-set within their management education that is fit to guide them when faced with challenges and decisions in the working world.

Moreover, HHL wants to contribute to closing the gap between a more and more specialized and fragmented research landscape and the practical reality of a growing interlinkage and overlap between disciplines (e.g. entrepreneurship and innovation management).

## IMPLEMENTATION AND APPROACHES:

The model has been developed through a “strategic and sustainable dialogue”. The following components outline this process:



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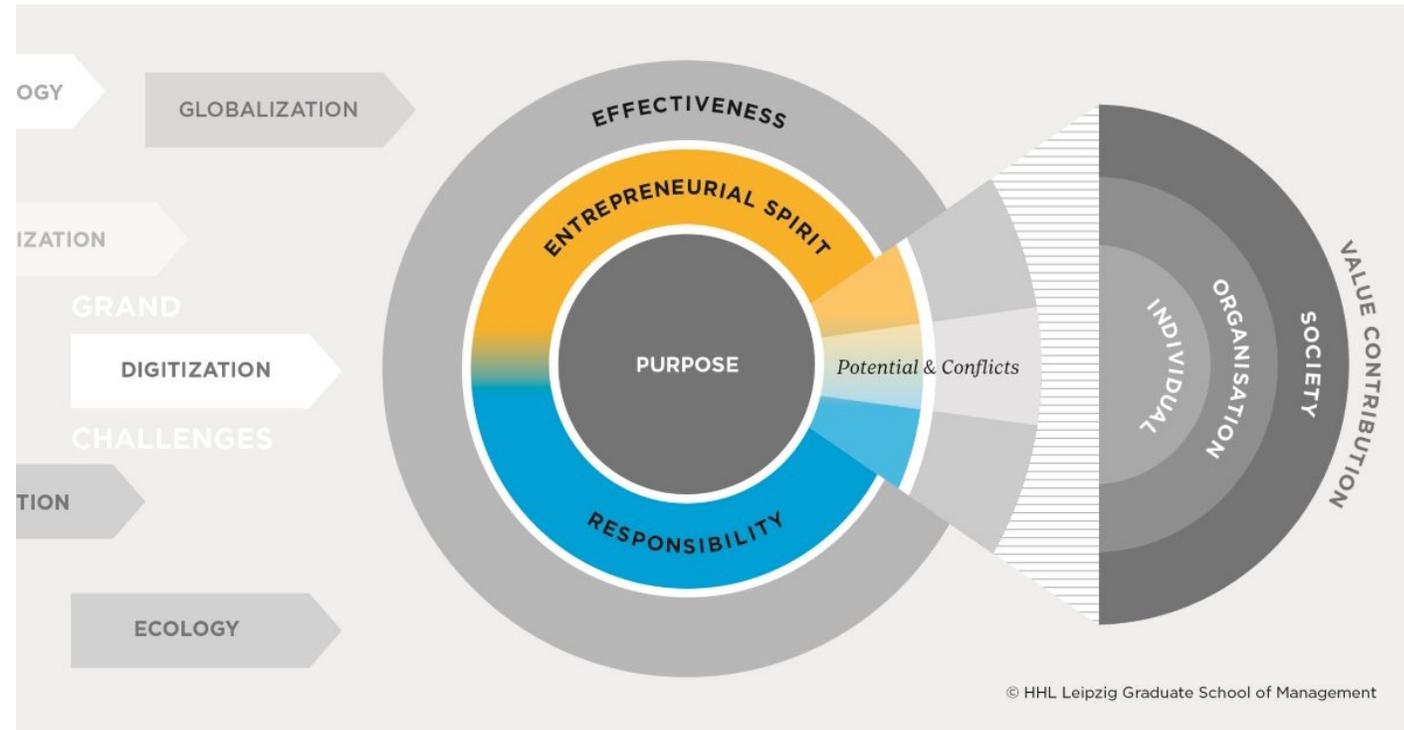


## PRACTICE

### THE MODEL:



The **model is not normative** as it does not aim to prescribe goals and values, but it provides notes on fundamental dimensions of good leadership. It focuses more on the **individual level and the innovativeness of the organization, placing the human being and the value contribution at its core.** By encouraging leaders to always see the big picture, the LLM aims to ensure the 'license to operate'. The LLM is based on its understanding of society as a venture for social cooperation that includes every human being; organizations are a crucial part of this venture.



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### THE MODEL:

The model consists of four dimensions of good leadership, which are embedded within current and future challenges. They work together in providing a holistic approach to leadership and aim towards value contributions on multiple levels (Society, Organization & Individual). **The rationale for those four dimensions is described as follows:**

#### PORPUSE

»emphasizes the end-means relation in leadership work, i.e. the question of the 'why', the goal and purpose of a task but also the legitimization of a business model, a company and finally of the entire foundation of the market order.«

#### Entrepreneurial Spirit

»The key to sustainable development is the power of renewal of the individual, organization and society or, in short, the **entrepreneurial spirit**. With this dimension, the Leipzig Leadership Model underlines entrepreneurially-oriented innovative leadership.«

#### Responsibility

»represents another fundamental dimension of good leadership which requires special attention as a condition restricting the pursuit of the respective purpose. A purpose which cannot be achieved in a responsible manner can therefore be no subject matter of good leadership.«

#### Effectiveness:

»Entrepreneurially-oriented and responsible leadership of businesses and other institutions faces the challenge that decisions and actions to achieve a contribution to the big picture must be carefully considered due to limited resources and the competitive conditions. The questions of what is the right way (effectiveness) and how a chosen path can be taken (efficiency) to achieve a predefined goal with limited means in a competitive environment.

Therefore, **effectiveness** represents a core dimension of the Leipzig Leadership Model. It translates responsible entrepreneurial decisions into targeted strategies, structures and processes to achieve a competitive contribution to the big picture.«

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## REQUIRED RESOURCES, OBSTACLES AND BENEFITS

In order to organize the events and formats in which dialogue and discussions on the topic of responsible leadership and model development can take place, the institution needs to provide **financial resources** accordingly. Moreover, research and staff needs to be financed. Further financial resources are necessary in the dissemination activities in order to promote the LLM.

Next to financial means, the institution needs to make sure enough manpower to develop and promote the model. A core team of staff was established to research and conceptualize the LLM, who need the authority and time within their work schedules to develop the model. In addition to financial and **human resources**, the institutional structure of

the organization needs change in a way that can allow the integration of the model into the culture and curriculum of the university. This needs support from top level functions and the awareness building and training of employees. New teaching formats need to be developed and course plans have to be adopted to integrate the model within the institution.

The **successful integration of the model into the organization's structure** is an obstacle that needs to be overcome through building awareness for the new path and the integration of all stakeholders involved. To be successful and not just another theoretical framework, the organization needs to foster the **application of the theoretical**

**model into practice** and every-day teaching and university life. The school actively uses the LLM in their teaching and works on shaping the mind-sets and capacities of their students. Since 2017, a course dedicated to the LLM is taught within the full-time M.Sc. program at HHL and the school states that also other classes lead back and refer to the model throughout their teaching. The LLM is said to further function as a guideline for HHL's executive programs. Through this, **HHL was able to establish themselves as innovative institution in their leadership approach**. The business school is working towards establishing themselves as the "Leipzig School of Responsible Leadership", and thus the LLM functions as a cornerstone of this vision.



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## REQUIRED RESOURCES, OBSTACLES AND BENEFITS

The LLM provides HEI with a guideline of how to approach teaching responsible leadership within their institutions. However, the model is not without **possible internal points of conflicts between model dimensions**. Thus tensions might arise and will need to be discussed and worked through.

HHL points out the following:

- Purpose and responsibility
- Responsibility and Effectiveness
- Effectiveness and entrepreneurial spirit
- Entrepreneurial spirit and responsibility

They see the **model as part of an ongoing discussion** and project and invites HEI to give their input on the model and discuss it within their institutions and with stakeholders. HHL takes a stand to encourage HEI to think about and engage in the topic and can thus function as **a valuable impulse giver to drive the debate on good leadership** and HEI's role and responsibility towards it.

The model does not only have an impact within academic institutions and at HHL itself. Through adapting their education approach to current and future trends as well as needed future-skills and capacities for leadership, HHL provides the **business sector** with graduates thinking more “full picture”. Through the teaching of the LLM the institution graduates young professionals equipped with a compass on how to tackle future challenges holistically and on how to lead people and organizations forward driven by purpose. The LLM aims for business leaders to develop a more purpose based responsible leadership beyond their individual gains. Therefore, the model also **promotes serving and contributing to society** through courage and humbleness. In encouraging leaders to “want what [they] want because [they] want to contribute and make [themselves] a means to an end bigger than [themselves]” (T. Meynhardt, 2018: TedX – Leipzig Leadership Model) the LLM promotes a more all-embracing value creation which keeps in mind to ultimately **generate social and public value for society**.

*Source:*

1. <https://www.hhl.de/leipzig-leadership-model/>
2. <https://www.youtube.com/watch?v=AQ5vUrC4kP0>
3. [https://www.managerseminare.de/ms\\_News/Fuehrungsmodell-fuer-die-Zukunft-Im-Kern-steht-der-Purpose,252264](https://www.managerseminare.de/ms_News/Fuehrungsmodell-fuer-die-Zukunft-Im-Kern-steht-der-Purpose,252264)