

Kruse, Kevin 2019. Great Leaders Have No Rules. Contrarian Leadership Principles to Transform Your Team and Business. New York: Rodale Books.

4 von 5 Punkten¹

Der amerikanische Autor Kevin Kruse legt ein inspirierendes säkulares Leadership-Buch vor, mit dem Titel „Great leaders have no rules“. Der Untertitel macht aber schon deutlich, dass Kruse mit altbekannten, verfestigten „Regeln“ aufräumt und ihnen innovativere Tipps oder „Regeln“ entgegenstellt - und ich finde es ist ihm wirklich gelungen. Zu beachten ist allerdings, dass Kruse aus dem US-amerikanischen Kontext schreibt.

Das Buch ist nach Vorwort und Einleitung in 10 Kapitel – die jeweils eine neue „Regel“ angeben – unterteilt und endet mit einer Zusammenfassung. Die 10 Tipps von Kruse sind: 1. Close your open door policy, 2. Shut off your smartphone, 3. Have no rules, 4. Be likable, not liked, 5. Lead with love, 6. Crowd your calendar, 7. Play favorites, 8. Reveal everything (even salaries), 9. Show weakness, 10. Leadership is not a choice.

Es gefällt mir gut, dass Kruse nach jedem Kapitel im kurzen „Take Away“ prägnant zusammenfasst, was das Kapitel für jeweils Manager, Sales Professionals, Sport Coaches, Military Officers, Parents und Individuals bedeuten kann.

Im Folgenden habe ich dir mir wichtigsten Zitate einzelner Kapitel aus dem Buch generiert:

Foreword (Travis Bradberry)

„People don't leave jobs; they leave bosses.“ (:x)

“Leadership is the art of persuasion – the act of motivating people to do more than they ever thought possible in pursuit of a greater good.” (:x)

“Managers spend most of their time managing things. Leaders lead people.” (:xi)

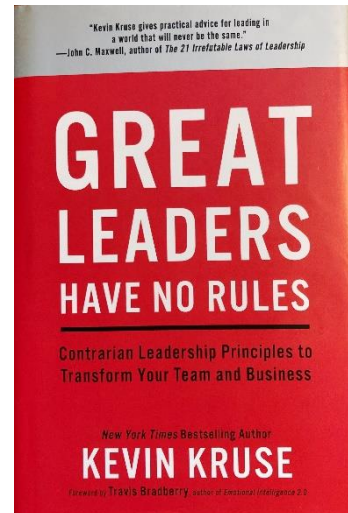
“A true leader influences others to be their best. Leadership is about social influence, not positional power.” (:xi)

1. Close your open door policy

- It isn't possible for a leader to 'empower' someone to be accountable and make good decisions. People have to empower themselves. Your role is to encourage and support the decision-making environment, and to give employees the tools and knowledge they need to make and act upon their own decisions. By doing this, you help your employees reach an empowered state.” (:10)
- “You may consider setting one day a week as your “open door” day. (:14)
- “And for those individuals who have a gift for noticing everything that could be better – and bringing it to your attention – simply agree with them and put them in charge of the solution.” (:16)
- Take away for parents: Questions to talk with the kids: “If you ask, ‘How was your day?’ You'll surely get the ‘fine’ response. Try instead, ‘Tell me about the best part of your day.’ Or, ‘What happened in the book you're reading for school today?’ And I'm surprised how often I strike gold with, ‘So what's the friend drama and gossip this week?’” (:21)

2. Shut off your smartphone

- “There is no phone support for Facebook because you are not the customer. You are the product they are selling!” (:25)
- Kruse schreibt, dass Menschen, die ihr Smartphone vor einer Sitzung in ihrem Büro lassen, deutlich produktiver sind als Menschen, die es nur aus machen oder auf lautlos stellen (:26). „Your conscious mind isn't thinking about your smartphones, but hat process – the process of requiring yourself to not think about something – uses up some of your limited cognitive resources. It's a brain drain.” (:29)
- Manager: “Display a NO SMARTPHONES sign in the conference rooms and encouraged people to stay focused and productive throughout the day.” (:38)



¹ 1 Punkt: Buch bietet sehr wenig / 2 Punkte: Buch ist mäßig / 3 Punkte: in einigen Punkten hilfreich / 4 Punkte: sehr hilfreich und sehr anregend / 5 Punkte hervorragend, weil anregend, hilfreich und inspirierend

- Parents: “No phones at the dinner table is another easy rule that will enhance communication and family bonding.” (:40)

3. Have no rules

- “Even in small companies rules quickly multiply in the spirit of consistence – as a way to institutionalize the beliefs or standards of the CEO. And in large companies, policies and rules multiply like rabbits in an attempt to prevent or de-risk lawsuits.” (:45)
- “Leadership guru, and my personal mentor, Bill Erikson frequently says, ‘every rule takes away the opportunity to make a choice.’ As more and more of the job is dictated by processes, policies, and regulations, employees will feel less and less ownership over their work, and their emotional commitment wanes. The fewer choices people have – the fewer chances to make a decision – the more they’ll think it’s your company, and not their company.” (:45)
- “When something is forced, it takes away the pride and joy of participation from choice.” (:48)
- “Netflix sums up its culture – and its competitive advantage – on slide on: Freedom and Responsibility.” (:53)
- “Instead of using rules, look for opportunities to build accountability by assigning ownership and consequences to your team’s decision making.” (:57)
- Rules by their nature send the message that you cannot be trusted to do the right thing, the smart thing. Rules are, well, rules – not to be broken. Guidelines are educational. They say: ‘Here’s what we think is right in most circumstances, but do what’s in the best interest of the company.’ (:59)
- “Most important, the standard come from the players, not the coach ... In this way, they become the team’s standard not the coach’s rules, and they’ll work far harder to hold one another accountable.” (:61)
- “By protection against the bad choices of the minority ... we are taking away the opportunity for 97 percent of our team members to reflect on companies values, to develop decision-making skills, and to deepen their feelings of ownership and accountability.” (:62)
- Take away for parents: “The more rules you set down, the more it becomes your home, not their home; your family, not their family. And that’s a dangerous place to be.” (:65)

4. Be likable, not liked

- “In a friendship, your relationship isn’t tied to anything other than the pleasure of the social interaction itself. When you’re the boss, your relationship with a subordinate is about achieving specific goals ... If you’re the boss, it’s easy so say that you and your direct reports are ‘equals’ or peers ... It’s easy to believe that you’re the same as your team members and your role is just to coach. But it’s just not true.” (:70)
- “There’s actually nothing wrong with needing to be liked, or even wanting to be liked. It’s the need to be liked by everyone that’s the problem.” (:74)
- “You have to realize that you will never get everybody to love or like you. You have to move from needing to be liked by everyone to being happy when enough people like you.” (:74)
- “Do you think if people like you it’s a sign that you’re a good boss? Maybe you need to reframe it and realize that needing people to like you is about you; it’s a selfish act.” (:75)
- “Helping others to become the best they can be – even if they don’t like it – that is the selfless act.” (:75)
- “Over time, leading consistently based on values, you may not be everyone’s friend but you’ll certainly have earned their respect.” (:76)
- “You can be kind, compassionate and supportive while being rigid about results.” (:76)
- “Effective leadership is not about making speeches or being liked, leadership is defined by results, not attributes.” (:77)
- “You should try to be likable, without caring whether you are liked. You should care for your colleagues and also maintain to highest standards.” (:78)
- Take away for Manager: “Remember that your team needs a leader, not another friend.” (:78)
- Parent: “Your child can also be your friend, but remind them, and yourself, that you need to be a parent first.” (:79)

5. Lead with love

- “Whether I like you, and whether you like me, is irrelevant. In our daily interactions I will lead with love. Who said leadership is easy?” (:84)

- Kruse zitiert Kouzes and Posner 2007: „The best-kept secret of successful leaders is love: staying love with leading, with the people who do the work ... Leadership is not an affair of the head. Leadership is an affair of the heart.” (:87)
- Kruse plädiert für normales Grüßen und Augenkontakt und zitiert de Jager 2003: “A person is a person because of other person.” (:90)
- Kruse plädiert für sofortiges positives Feedback: “If you see something, say something.” (:95)
- “Great leaders know that caring for their people is a secret to activating employee engagement. You don’t have to even like them but you can still love them. People perform better and stay longer when they know you care.” (:97)
- Take away for parents: “Make a big deal about greeting them each day, whether it’s when they stumble out of bed in the morning or you stumble into the house after a day of work. Catch them doing things right and show your appreciation.” (:99)

6. Crowd your calendar

- “Great leaders actually schedule everything. Instead of placing task on a to-do list, they pick a date, time, and duration and schedule it on their calendar.” (:105) Dazu gehört auch das Planen von freier Zeit.
- “The real secret to time management is that it has nothing to do with time. What it’s really about is energy and focussed attention. We all have the same 1,440 minutes in a day.” (:107)
- “Create in the morning ... Collaborate in the afternoon ... Connect in the evening ... Others talk about having just two categories: maker time and management time.” (:109).
- “Never take a meeting unless someone is writing you a check.” (:110)
- “Great leaders know to minimize meetings at all costs not just for their own productivity, but for the productivity of their team ...” (:111)
- Take away for individuals: “If you aren’t working on your goals, you’re working for someone else goals.” (:118)

7. Play favorites

- “People are different, so treating everyone the same doesn’t mean we’re treating them fairly. In fact, that would be very unfair.” (:121)
- “The danger of investing a disproportionate amount of time with our problem employees is the cost of not spending that time and attention with the other team members.” (:127)
- Take away for individuals: “Think about all your family members and friends who you routinely interact with. Which ones make you feel happy and good about yourself? ... How can you give extra time, attention, and support to your favorite friends?” (:137)

8. Reveal everything (even salaries)

- “But the trend is clear: highly successful leaders are now operating in a model of radical transparency. They share everything.” (:141)
- “Just make sure you’re always communicating the ‘way’ behind the numbers and the money.” (:147)
- Kruse plädiert dafür das Gehaltssystem offen zu legen. Der einzige Grund es nicht zu tun bestände darin, wenn es total unfair und subjektiv wäre (:151). Ein offenes Gehaltssystem lädt zum Gespräch ein. Wenn jemand sich falsch eingeordnet fühlt, kann man über Fähigkeiten, Zielerreichung und Werte reden (:154).

9. Show weakness

- “There is no win or lose, only win or learn.” (:168)
- “... people want to learn from people they can relate to. People trust people who openly share their weaknesses, their failures.” (:171)
- Kruse verweist auf ein erfolgreiches und klassisches Erzählmuster, was sich für reden, aber auch fürs Coaching einsetzen lässt, weil Menschen dieses Muster lieben: “The hero’s journey is a term that refers to a classic storytelling structure that goes back for centuries. ... the monomyth is simply as follows: Act I: Hero is in trouble and forced on a adventure. Act II: Hero overcomes problems with the help of new allies/friends and special objects/weapons. Act III: Hero defeats the enemy and wins, only because he is transformed by the trials and tribulations of Act II.” (:172f)
“The hero’s journey works perfectly if you ever have to give a speech ... The key is to openly share your weaknesses and failures – remember the pratfall effect – and explain how you overcome them.” (:174)

Er bringt dann Beispiele. Schließlich: „We are wired to respond to the hero’s journey. It works in books, movies, and in real life. We cheer for the hero, we want her to win. But, remember, that’s only true if we can relate to them first. We need to know they’re human, that they make mistakes, just like everyone else.” (:176)

- Tipp für ein Verkaufsgespräch: “If you are looking for ... we aren’t for you. But if you want ..., then we are the best on the planet.” (:180)

10. Leadership is not a choice

- “And because influence = leadership, this means leadership is not a choice. You’re leading whether you want to or not.” (:184)
- “Eating dinner together as a family is a great way for parents to connect with their children, monitor their kids’ activities and moods, and to explicitly or implicitly offer life lessons of other guidance.” (:189)
- “Friends, if leadership is influence, then leadership isn’t a choice. You are always influencing those around you, whether you want to be or not. You are leading at work, and also at home. You lead your family and friends, and also strangers. The question is, are you influencing them – leading them – in a positive direction or a negative direction. Be mindful of your power as a leader. Lead with intent.” (:194)

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