



# Leadership und Management im Sportbusiness

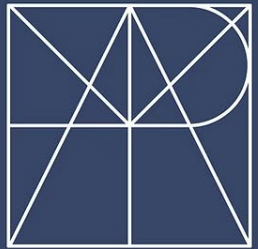
"Was wird von Führung und Management erwartet in Zeiten von KI, digitaler Transformation, Nachhaltigkeit und Generationenwechsel?"

A close-up photograph of a golf club head and shaft resting on a green. A white golf ball is positioned in front of the club head. The background is a blurred green field with another golf ball visible in the distance.

Erwartung

Not a Pitch

# Maximilian Marten

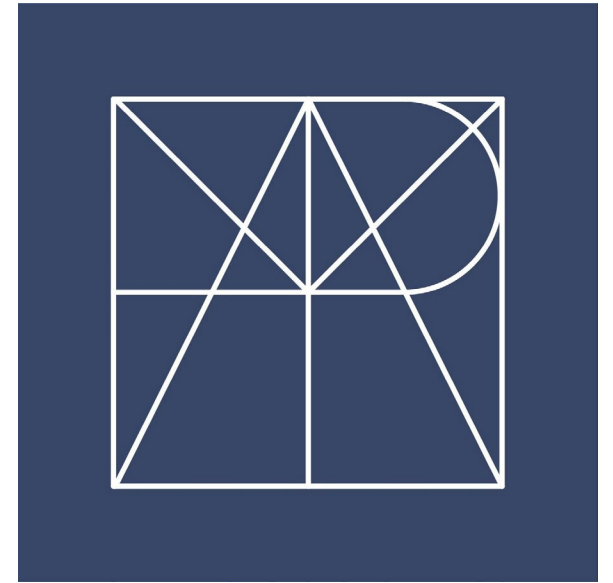


MARTEN  
MANAGEMENT  
CONSULTING

SPORTS, FASHION & LUXURY BUSINESS EXPERT  
MANAGEMENT CONSULTANT  
MBA LECTURER



Linked in



A 3D molecular model is shown in the background, featuring a grid of black spheres connected by thin lines. One sphere in the lower-left foreground is highlighted in red. The model is set against a dark background with a light gradient.

Leadership & Management

---

**Management is doing things right**

**Leadership is doing the right things.**





Kann jeder / jede eine  
Führungspersönlichkeit sein?





Kann jeder / jede eine

- gute
- charismatische
- inspirierende

Führungskraft sein?



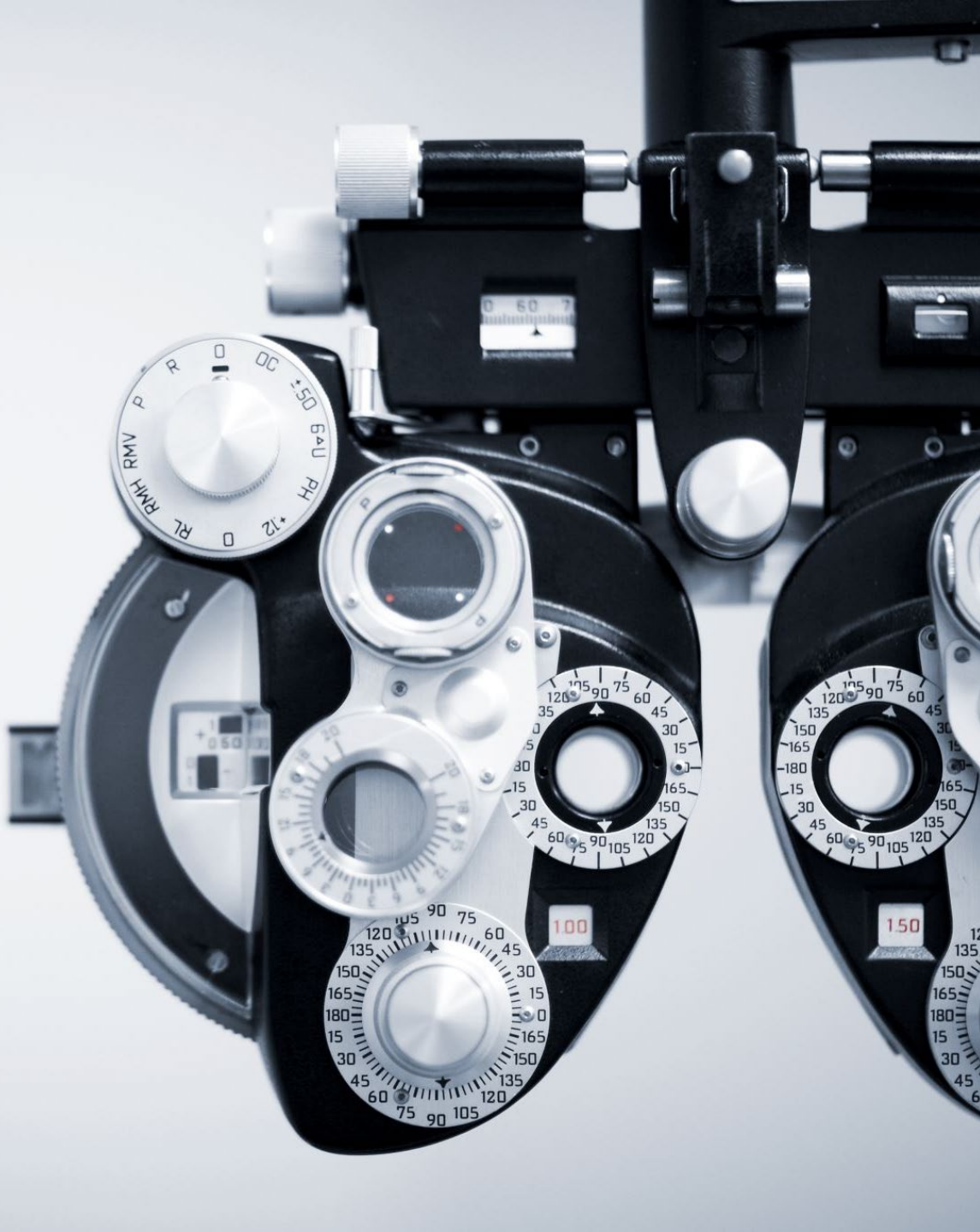
Kann man lernen, eine ...  
Führungskraft zu sein?





# Leadership





# Aufgaben des Leaderships

Vision

Mission

Werte

Leader





Follower







Leader Centric

Autocratic  
Transformational  
Transactional  
Charismatic  
Quiet

Democratic  
Authentic  
Shared  
Servant  
Agile

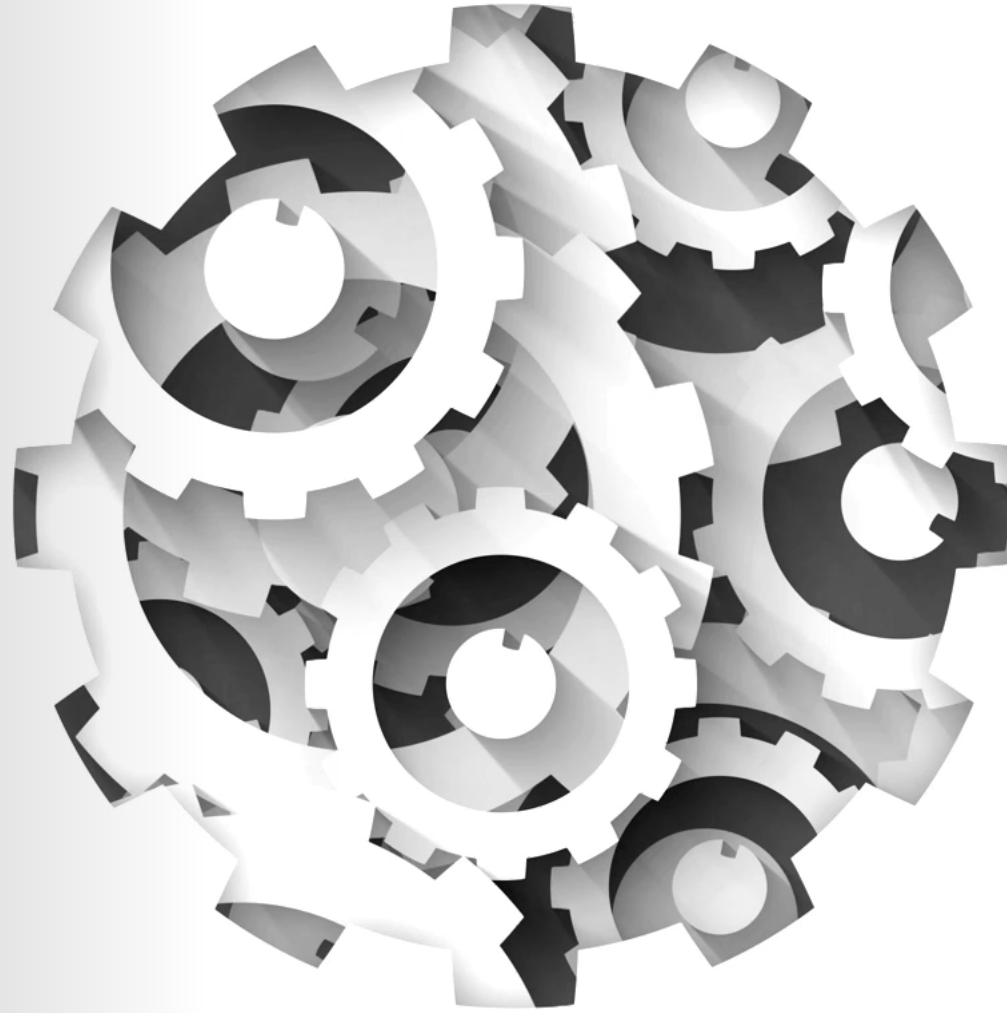
Follower Centric

## Jeff Bezos (CEO Amazon) on making high quality decisions

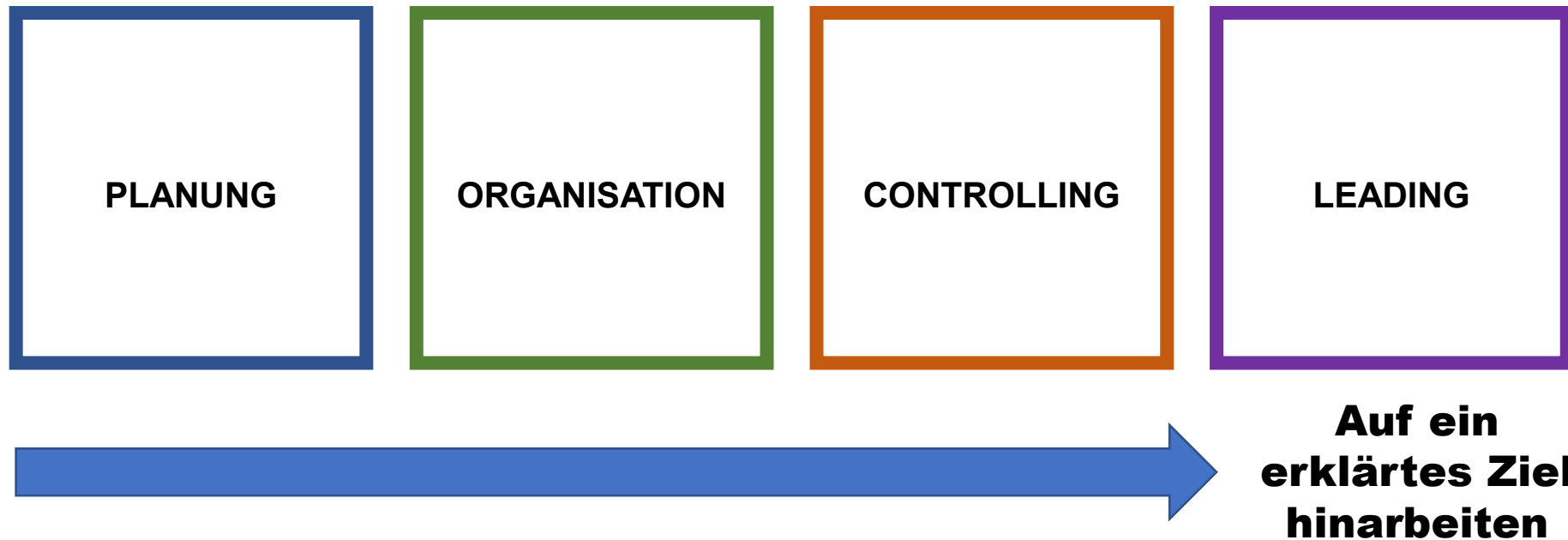


As a senior executive,

# Management



# Aufgaben des Managements





## Jack Ma on building a team smarter than yourself



# Effective top teams demonstrate five traits





Next Generations

New Expectations



Loyalität



# We are taking the **4 Day Week** Global

Creating a million new years of free time

Years created so far: **2851**

[Join a program](#)[See our research](#)

**25%**

increase in revenue  
over previous year

**32%**

decrease in employee  
resignations

**83%**

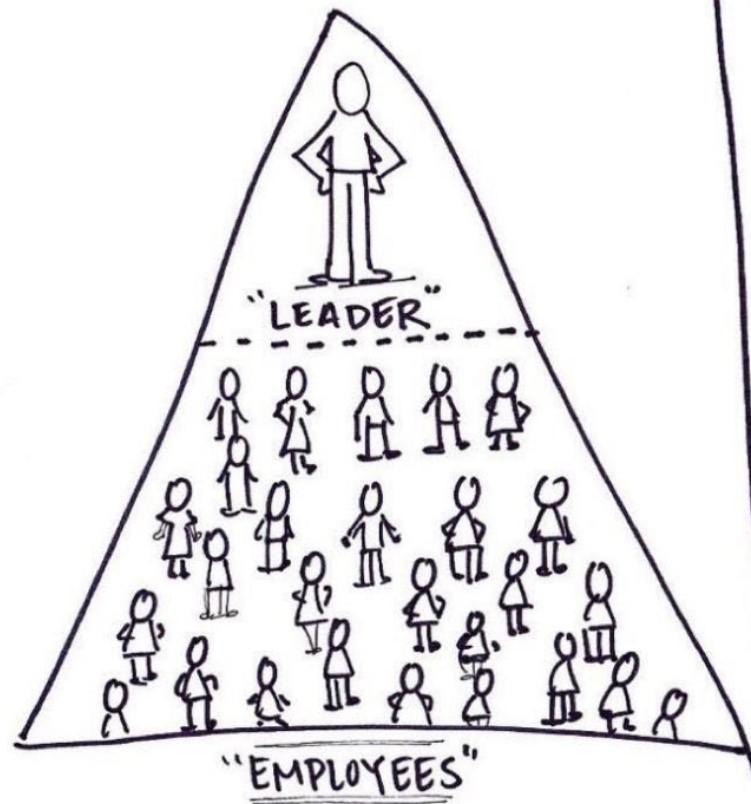
found it easier to  
attract talent

**66%**

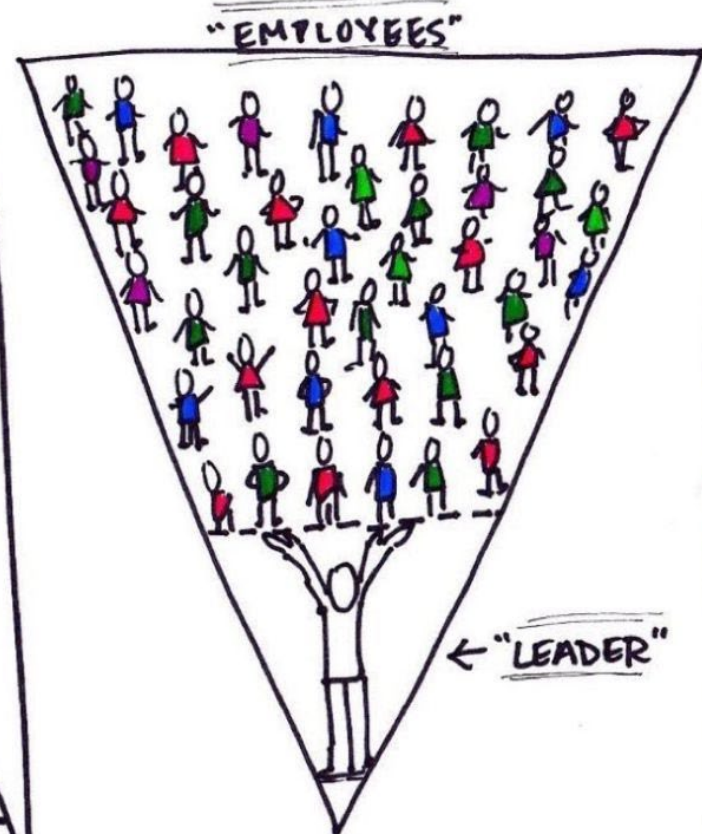
reported a reduction in  
burnout

**94%**

of companies want to  
continue after the trial



Traditional Organizational  
Structure  
Leader leads from top down.



Upside Down Organizational  
Structure.  
Leader supports and empowers  
employees, brand and mission.



# Nachhaltigkeit



A conceptual image featuring a glowing lightbulb centered against a dense field of green clover leaves. The word 'Notwendigkeit' is written in white, sans-serif font across the middle of the lightbulb's glass. The lightbulb has a black base and a warm, yellowish glow emanating from within. The background is a close-up, top-down view of the clover leaves, which are small and rounded with distinct white veins.

Notwendigkeit





The background image is a blurred screenshot of a financial market data screen. It features several stock indices and their corresponding values, along with a line chart. The text 'Sustainability - Trend' is overlaid in the center.

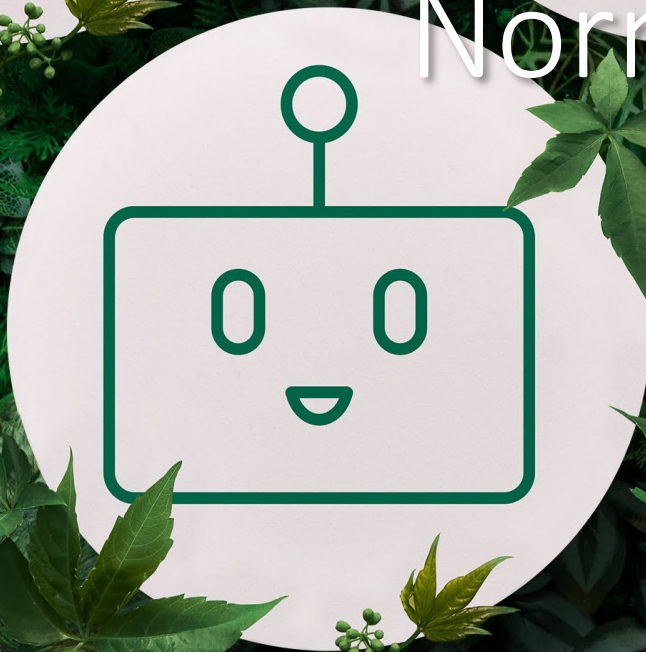
# Sustainability - Trend

Index	Value	Change	Direction
OMX COPENHAGEN 25 INDEX	1172.94	0.87%	~ Buy
OMX RIGA GI	984.13	0.87%	~ Buy
OMX ICELAND 8	27956.04	~ Buy	~ Buy
OMX18	28289.06	~ Buy	~ Buy
OMX18	599.40	~ Buy	~ Buy
OMX18	6230.9	~ Sell	~ Sell
OMX18	1632.51	-0.30%	~ Sell
OMX18	1172.94	0.87%	~ Buy





Normalität







KI

&

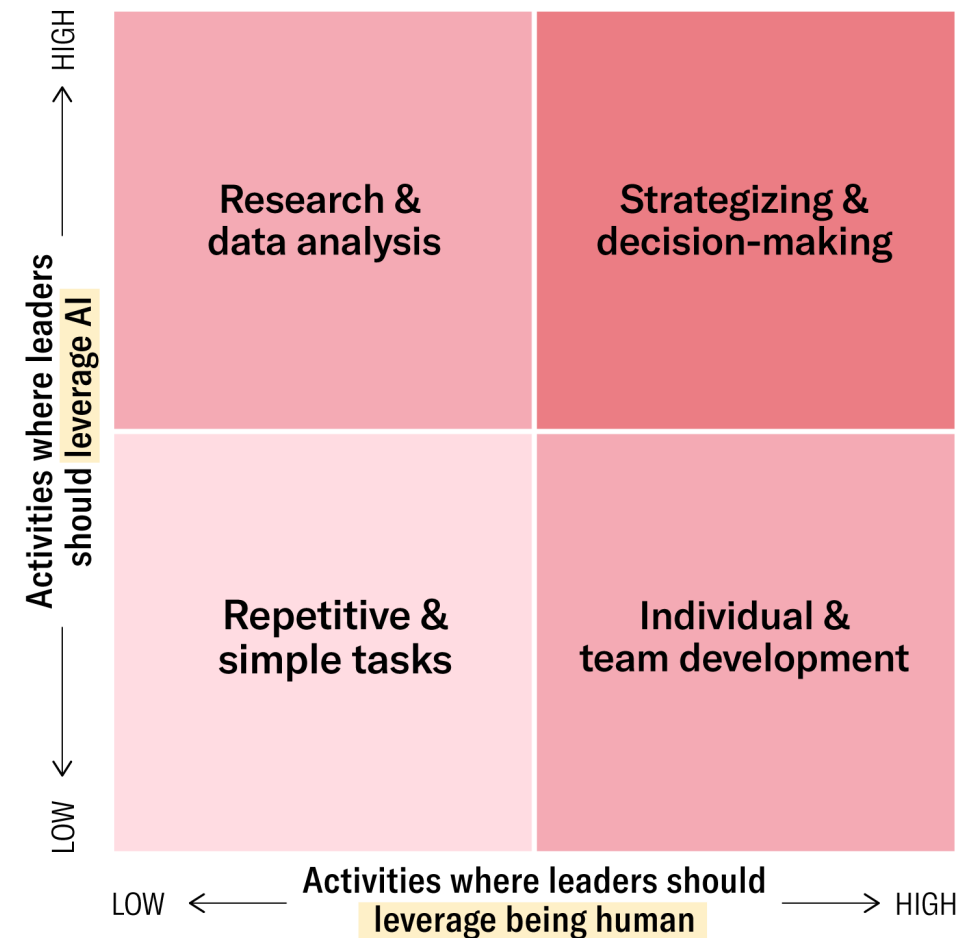
Digitale Transformation

Bewusstsein  
Mitgefühl  
Weisheit



# AI Versus Human: A Matrix of Leadership Activities

A guide for leaders to assess where they should leverage AI versus where they should leverage being human.



**Human**



**LLM**




**Human & LLM**





# Toolbox



The background of the slide features a network diagram. It consists of numerous white, stylized human figures standing on a dark blue-grey surface. These figures are interconnected by a web of thin, light-colored lines, creating a complex, interconnected network. The figures are positioned at various points within this network, some appearing more central than others. The overall aesthetic is modern and professional, suggesting themes of leadership, communication, or organizational structure.

Große  
Führungspersönlichkeiten  
sind nachdenklich und überlegt,  
nicht impulsiv und reaktiv

# CHEAT SHEET FOR LEADERS

## HOW TO SAVE TIME AND ACHIEVE BETTER RESULTS

### WOOP Model

4 simple steps that can help you generate the energy, motivation, and plan you need to achieve your goals.



- **Wish:**  
What do I really want?
- **Outcome:**  
Why do I want this?
- **Obstacle:**  
What might block me?
- **Plan:**  
How can I get what I want?

### Ladder of Inference

It's a powerful tool to increase the **quality** of our decision making.



### Kanban Model

It helps leaders visualize work, maximize efficiency, and improve continuously.



### Pareto Principle



This strategic planning tool helps leaders pinpoint exactly where to **focus** their time, resources, and energy.

### S.M.A.R.T. Goals

The SMART goals acronym stands for **5 crucial qualities** your goals should have:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

### Eisenhower Matrix

It is a task management tool used to prioritize tasks by ranking them on **4 key attributes**:



- Urgent
- Important
- Not urgent
- Not important

When you are able to categorize your tasks, it becomes much easier to schedule & complete them.


### 3-3-3 Method

It was created by **Oliver Burkeman** and is based on the idea that every normal working day, you should aim to:



- **3 hours** on your most important current project;
- **3 shorter tasks** (urgent to-dos, calls, meetings);
- **'maintenance activities'** (healthy habits or daily admin).

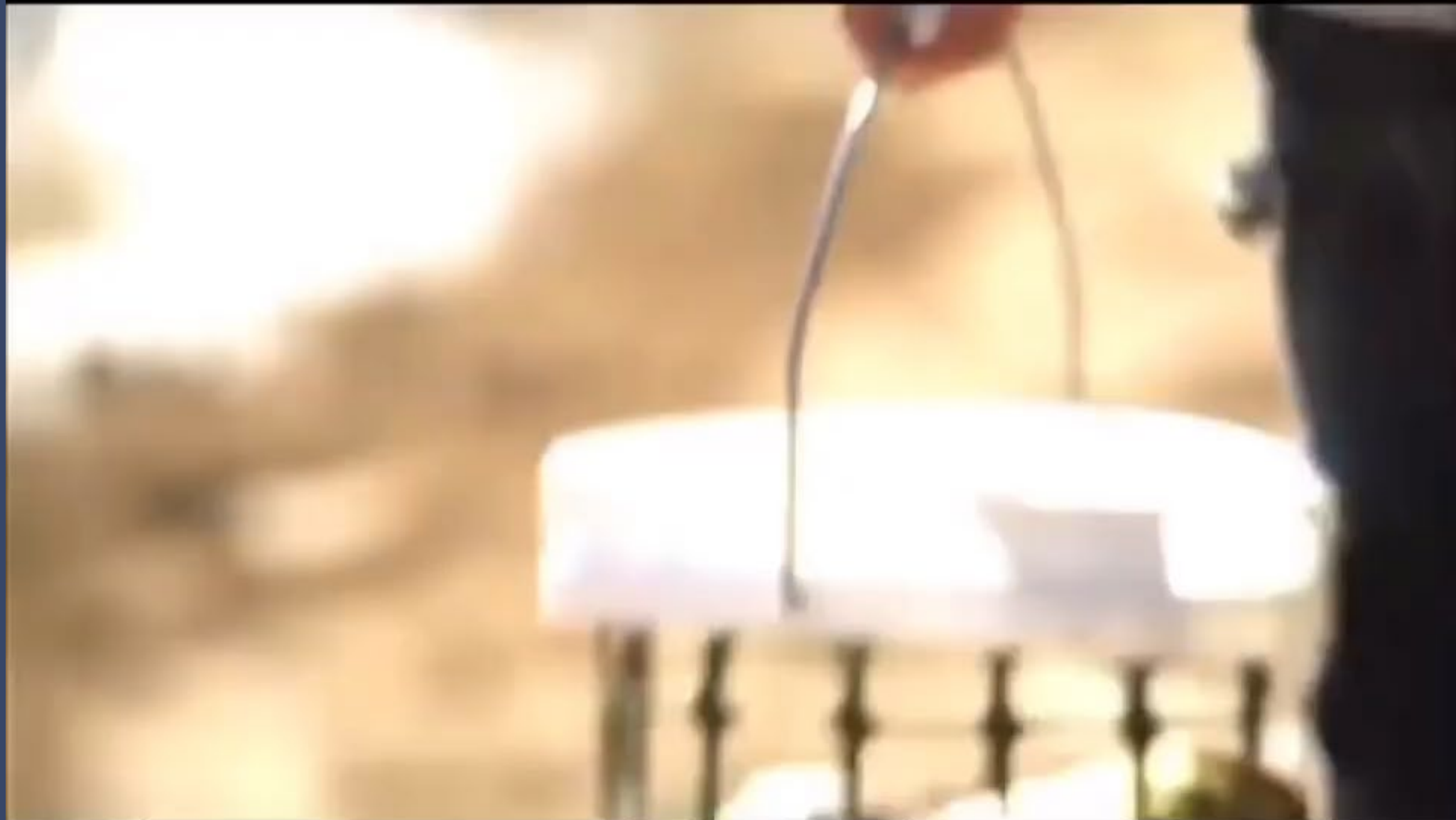




Pessimist  
oder  
Optimist

**The pessimist  
complains about the  
change.**  
**The optimist expects  
it to change.**  
**and the Leader  
adjusts the sails.**

—JOHN C. MAXWELL





# Empathy VS Sympathy

What people think  
**empathy** is:

Feeling sorry  
for someone.

What  
**empathy**  
actually is:

Sensing someone's  
emotions.

Imagining yourself in  
their situation.

Listening attentively  
to their experiences.

Respecting their  
feelings without  
trying to change  
them.

Offering support.


Showing genuine  
concern for them.

Avoiding judgment  
and criticism.

© Justin Wright



WAS IST DAS BESTE, WAS IHNEN  
DIESE WOCHEN PASSIERT IST?

A photograph of Simon Sinek, a man with short brown hair and glasses, wearing a dark blue jacket. He is standing on a stage, gesturing with his hands as if speaking. The background is dark with some warm lighting.

**“You don’t hire  
for skills.  
You hire for  
attitude.  
You can always  
teach skills.”**

Simon Sinek



Having a Plan

Even if you don't





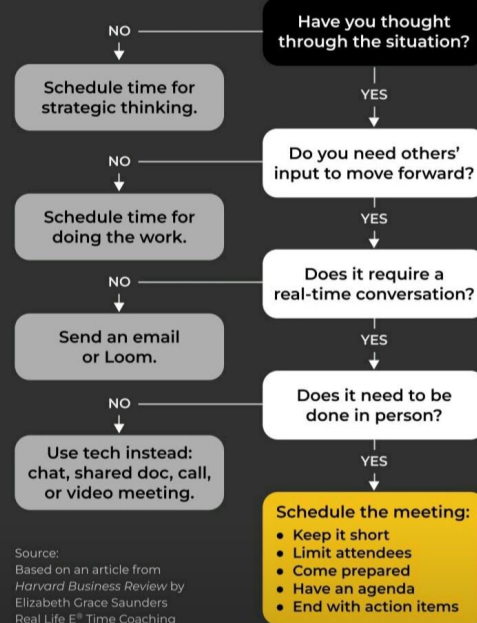
THANK YOU  
FOR  
YOUR  
ATTENTION

A neon sign is mounted on a dark, textured wall. The sign consists of several horizontal bars. The words "THANK YOU", "FOR", and "ATTENTION" are written in white neon tubing. The word "YOUR" is written in red neon tubing. The sign is slightly angled to the right. There are some black wires visible on the right side of the sign.



*"I don't get it. We had all those meetings."*

## Do you need to have a **meeting**?



Find this valuable? Follow me, **Justin Wright**, for more. [LinkedIn.com/in/jwmba](https://www.linkedin.com/in/jwmba)



**Adam Grant** ✓  
@AdamMGrant

Meetings shouldn't always be run by the leader. They should be guided by the best facilitator.

Too many bosses silence the room. Skilled facilitators amplify dissenting views and quiet voices.

A key to curbing groupthink is preventing powerful people from dominating discussions.

<b>Autocratic</b>	<b>Laissez-faire</b>	<b>Democratic</b>
More focussed on task accomplishment than high relationship	Few policies and formal directives	High relationship focus
Makes autonomous decisions	Tendency towards abstinence of leadership – the hands off approach	Shared decision making
Expects followers to obey and respect	Teams are empowered to do as they see fit	Strong communication, top down and bottom up
Low participation	Low participation	High participation
Power over followers	Power to followers	Power with followers
Can be useful in a crisis/emergency where people need direction	Can be useful in high performance teams	Useful in creative industries where there is a high level of collaboration

# LEADER vs. MANAGER:






## WHAT IS THE DIFFERENCE?

### Leader


*Builds Relationships*

### Manager

*Coordinates Tasks*

 Guides by example	 Strives for improvement	 Directs by authority
 Innovation and creativity	 Adapts to change	 Efficiency and effectiveness
 Values innovation	 Remains resilient	 Emphasizes efficiency
 Empowers team members	 Solves problems	 Ensures task completion
 Inspires & motivates	 Clear communication	 Organizes and plans
 Prioritizes long-term growth	 Strong decision-making skills	 Achieves short-term objectives
 Cultivates a shared vision	 Strategic thinking	 Develops and enforces policies
 Drives change and adaptation		 Maintains stability and control



A photograph of a city street at night. In the foreground, a large, illuminated billboard stands on a sidewalk. The billboard has a white background with bold, black, sans-serif text. The text reads: "SURROUND YOURSELF WITH PEOPLE WHO FIGHT FOR YOU IN ROOMS YOU AREN'T IN." Below the text, in smaller letters, is the name "JUSTIN WRIGHT". The billboard is lit from within, casting a glow on the sidewalk. In the background, the street is paved with cobblestones and lined with buildings. Some buildings have lit-up windows and signs, including one that says "Gyodo". Streetlights are visible, and a few blurred figures of people are walking in the distance, suggesting a busy urban environment.

**SURROUND  
YOURSELF  
WITH PEOPLE  
WHO FIGHT  
FOR YOU IN  
ROOMS YOU  
AREN'T IN.**

JUSTIN WRIGHT

# Email Like a Boss

## Took A While But You Can Deal

-  Sorry for the delay
-  Thanks for your patience


## My Schedule Matters Too

-  What works best for you?
-  Could you do...?



## Yeah, You're Welcome

-  No Problem /No worries
-  Always happy to help



## I Know What I'm Doing

-  I think maybe we should...
-  It'd be best if we...

## Discuss Something Important

-  (Explain everything in the email)
-  It'd be easier to discuss in person

## Do You Get It?

-  Hopefully that makes sense?
-  Let me know if you have questions



## Where The Heck Are We On This?

-  Just wanted to check in
-  When can I expect an update

## I Made A Small Error

-  Ahh sorry my bad totally missed that
-  Thanks for letting me know

## I Have An Appointment

-  Could I possibly leave early
-  I will need to leave for at...