



DS*ci* | Study
& Research

Data Science Journey

Mathematics

Domain
Knowledge

Computer
Science

4 years 8 months have passed
since the start of the journey on 3 January 2020.

Inhaltsverzeichnis

I	Rubrics (CDFs)	4
1	PRE-WTC v0.3	5
1	Introduction	6
1.1	Objective	6
1.2	Leader and Team, but not really	6
2	Four Responsibilities	7
2.1	Driver for a Vision	7
	Set a path: Clear, consistent, constant	7
	Motivate Internally and Externally	7
	Motivate Internally and Externally	7
	The Risk: Not having one.	7
2.2	Alignment and Decision-Making	7
	Delegation and Accountability	7
	Information Integration	8
	Constantly Align	8
	Take the left decisions	8
2.3	Finding the best solutions	8
	Closer to the Truth: Pushing against Social Equilibrium	8
	Memo: Coherent Decision Framework	8
	Decision Making: Information-Flow	9
2.4	A Great Team	9
	To be great, what does it mean?	9
	Protect the vision and the Group: Keeping the promise	9
2	Graveyard	11
0.1	Towards or away from	11
1	Four Responsibilities for your Team	11
1.1	Driver for a Vision	11
	Set a path: Clear, consistent, constant	11
	Definition of a Vision	11
	Motivate Internally and Externally	12
	The Risk: Not having one.	12
1.2	Alignment and Decision-Making	12
	Delegation and Accountability	12
	Information Integration	12
	Constantly Align	12
	Take the left decisions	12
1.3	Finding the best solutions	13
	Closer to the Truth: Pushing against Social Equilibrium	13

	Memo: Coherent Decision Framework	13
	Decision Making: Information-Flow	13
1.4	A Great Team	14
	To be great, what does it mean?	14
	Protect the vision and the Group: Keeping the promise	14
	*Selecting/ Joining	15
2	Recycle Responsibilities	15
2.1	A group, but not a Team	15
	A Team	15
	A Group but not a Team	15
2.2	Collaboration: Collection of Collegs	16
	Driver for a Vision	16
	Alignment and Decsion Making	16
	Risks: Jumping of Point	16
	Special Case: Payed Collaberation	17
3	Group-isch	17
3.1	Alligence - Inspiration	17
3.2	Leadership	17
	Totally loos	18
	Knowing the difference: Vision Max or Team Max	18
	Finding great Teammates for great Teammates	18
	Lose* Personal Guide Finding Value	20
	Internal Mechanism: Don't let yourself confused by language.	20
	Knowing the difference	20
	What to promote	20
	Commitment to Leading the Team	20
	Push, to make more possible	20
	Lasy, abmbious people	21
3.3	Objectives	21
II	Anhang	23
A	Abkürzungsverzeichnis	24
B	Glossar	25

Teil I

Rubrics (CDFs)

Kapitel 1

PRE-WTC v0.3

Changelog:

- *v0.3* The objective and title again
 - 27 days have been invested since the start on 2024-09-04. .
 - Feedback and excellence pieled on, as well as other topics. That it draged on, causes the backlog to swell.
- *v0.2* Team Success
 - I refocus on the essential element of a rubric, to enabled me to make future decisions. However, to make a decision, it is necessary to have a goal, to evaluated on. Consequently, I am now embarking on this process once more, beginning with the question of what the goal should be.
 - I got stuck again, and it draged on.
 - 1 month 3 days have been invested since the start on 2024-07-30. .
- *v0.1* - Responsibilities of Leadership
 - In the first cycle 26 days have been invested since the start on 2024-05-21. .
 - There was a side thought: v2 of the concept of an rubric.
 - In the second cycle 28 days have been invested since the start on 2024-07-2. . Mainly in this cycle I was stuck with the collaboration approach. But I was banging my head against the wall. So I rethought it like I did with NFM.

1 Introduction

1.1 Objective

This topic is written with the goal of outlining the responsibilities, expectations, opportunities, and principles needed to turn a vision into reality with a group of people.



Abbildung 1.1: Key components of the four Responsibility

The terms principles and responsibilities will be used interchangeably. As defined in ??, these are decision guidelines. Responsibilities can be viewed as predefined tasks, but by linking them with the concept of principles, it becomes clear that these responsibilities also serve a guiding purpose. Additionally, they may help with aligning expectations in the group.

The Principals, Responsibilities, Expectations - when Working Together on a Challenge (PRE-WTC) are grouped into four categories, which focus on recognizing and defining responsibilities when pursuing a vision. However, this is not about leadership in the traditional sense, where an organizational unit is managed to ensure the stability of input and output flows. Rather, it is about creating a coherent organizational framework that manages expectations towards others and oneself, allowing individuals to focus on realizing a vision based on their abilities and preferences, by working together as a group.

As usual, this is a starting point and does not claim to be definitively correct. However, it should serve as a Coherent Decision Framework (CDF) when striving to enable a group to consistently provide the best possible solutions and move forward with the vision, and thus requires scrutiny from all sides.

1.2 Leader and Team, but not really

All four categories of responsibility are written with a team in mind. However, while approaching the topic, other group dynamics such as alliances, collaborations, and various social dependencies (e.g., expectations, managing the inflow and outflow of members, decision-making responsibilities, etc.) were also considered. The first draft of this rubric (see ??) failed to establish clear boundaries regarding what constitutes a team and how these principles can be applied across different situations and group structures.

The focus shifted to facilitating a CDF, thereby increasing the chances of achieving a vision, especially when working with a group of people, independent of if the group is a team or not. However, the general terms are teams and leader, to describe the dynamics and different responsibilities. That states a very simplistic way, of how a group is organized. Hence, the prisms through which the responsibilities should be viewed and applied in a given situation requires careful thoughts.

2 Four Responsibilities

2.1 Driver for a Vision

Set a path: Clear, consistent, constant A compelling vision is a prerequisite for PRE-WTC. This vision aligns with the organization's goals or set's them.

This vision serves as a beacon, guiding the team towards a shared future and inspiring them to work together with purpose and enthusiasm.

A clear and constant vision helps prioritize efforts and align individual contributions with the broader objectives, both inside and outside the team.

It doesn't need to be explicitly defined in great detail. Explanations can be provided if necessary for decision-making. However, the vision should play a vital role in guiding action and strategy—it's not a strategy or a plan for achieving it!¹

The responsibility lies in ensuring that this vision is consistently upheld and remains an integral part of the team, influencing decisions and serving as the basis for future projects, strategies, and daily discussions.

Motivate Internally and Externally Ensuring social support, capital, and information input for the team to achieve the vision is also part of the leaders responsibility.

Motivate Internally and Externally Ensuring social support, resources, and relevant information form outside to help the team achieve the vision is also a key responsibility of leadership.

The Risk: Not having one. If the vision is unclear or if the means to achieve it—whether in terms of team capabilities or strategy—are not well thought out, assembling a team becomes risky. The team may fail to move in the intended direction, and the selected skill sets may not be complementary.

If the team achieves great things despite lacking a clear vision, it is likely doing so *despite the leadership*.

2.2 Alignment and Decision-Making

This involves turning plans into action, ensuring that the team is aligned and resources are optimally utilized.

Delegation and Accountability Delegation is crucial for effective execution. Leaders must trust their team members with responsibilities while holding them accountable for outcomes. The difference between micromanagement and effective delegation lies in giving team members the autonomy to execute tasks and finding solutions while providing support and oversight as needed, instead of evaluating the solution-finding process, and using once-own way in takeling

¹In the literature, distinctions are often made between a vision and a mission statement, but the goal here is simplicity: the vision should affect decision-making today and be an integral part of a team or company. For example, a vision can be expressed as a *state* to aspire to, which may typically align with a mission statement, such as “*We are a high-performing digital operation.*” This often indicates a mission rather than a vision. However, in this context, the distinction is irrelevant.

a given problem. The focus is on evaluating the outcome of once work and how this integrated with other work and the larger vision.

Information Integration The great team is the best source of information, essesion power and finding the best solutions. In the perfect setting, there individuell work is aligned with the vision. Therefore, they are able to look for alignment problems in the work of there coworkers, that either is in conflict with there owns or with the larger vision. Futhermore, there integrated understanding of the team culture allows them to function as internal feedback-giver.

The responsibility lies in using the team to get the best information as possible.

Constantly Align Analyzing and gather information about the outcomes of the team is the requirment, to be able to do it This information should then be used to evaluate progress against the vision or strategy and to constantly communicate what it takes to align actions to achieve it internally and externally.

Take the left decisions "Left decision" refers to those crucial choices that no one want or can't make.

That different from "two-door"decisions, meaning they may have a significant impact and are not quickly reversible. If no analytical, logical, or group consensus can be reached for these decisions, leaders must take responsibility and make them. However, the goal is that the group is doing everything, to analysed and make it.

2.3 Finding the best solutions

This requires nuces for the specific assemble of the team, the field the team is in, and The responsibility, that Creating an environment that encourages finding the best solutions is a core leadership responsibility. This involves fostering open communication, promoting collaboration, and encouraging diverse perspectives.

Closer to the Truth: Pushing against Social Equilibrium For me, coming closer to the truth is assumption, what it take for a sucessfull team. There are probably other way to set up culture, and be sucessfull. However, from that are derived responsiblities, that requires, pushing a team and once self out of a social equilibrium, by applieng heuristics, which are design, to foster quick and collective truth finding. *Note: This equilibrium, must mean, everybody is happy. It means, all action, that a social system took in a given enviroment, are heuristics, which have group cooperation, and group stability as it's funcitional goals. Again: That does not mean, that those heutristic are producing in any enviroment and at any size or time scale a stable group. Further find further explanation, ask the auther.*

We sacrifice a bit comfort, for a long time success.

Memo: Coherent Decision Framework Clear and concise memos ensure everyone is informed and aligned, facilitating better decision-making and coordination.

The memo-style presentation of once work is designed, to ensure, to siffout unfinished thoughts, which a group has to evaluated. And allow to give persise crital feedback on for e.g. error, different solutions. This is more work for the autor, but, it should mitegrate the risk of siffing out thoughts, which the autor itself coulnt done, and using the group abilities, to give target valuable feedback for once work. As pointed out above, this is not a social heuristic for group

stability, just because, this increases the risk for the author to allow a group to find something negatively associated with them. Therefore the responsibility is, to value the risk, the author took!

Decision Making: Information-Flow The goal is not, that all information flows the person leading the group! The goal is, to have the best decision-making progress, by using each relevant persons inside in improving or finding or stopping a presented solution TO THE GROUP.

Two things are important for this

- Arguments should be bouncing back to as much as possible of relevant person. This will require the responsibility to ensure, people with reservation or general critical options, are encouraged to speak up, and addressing it as clear as possible.
- In reference to *taking the left decisions*. If the leading person estimates, that a decision at the needs to be made at the end, then collecting as much as independent information from the group are paramount. For this, the leading person, should talk or make his position clear only at the end. Otherwise, the information flow gets selected beforehand (social eq. heuristic).

This collaborative approach helps surface diverse ideas and fosters innovation.

2.4 A Great Team

The responsibility lies in that, to find, keep motivated and talented people for the group itself, that they as a team are most able to fulfill the specific vision.

Also the harder responsibility lies in how the team, that the group itself is protected, by *keep away* people are hindering the group in fulfilling the specific vision.

The responsibility lies, that ties out, that group member goal and aspiration that is aligned with the overall mission.

To be great, what does it mean? In relation to the overall topic of this, it means accomplishing things that are relevant for a great number of people. Being great in this context does not necessarily mean having a great number of skills, which may accomplish something. Nonetheless, having a great skillset may be an indicator of achieving great things in the future.

In reference to not having a clear vision and strategy, here lies the risk. People can have a variety of skills, motivations and potential. Therefore, is paramount, to have a well thought out vision and strategy, to know, what is required to achieve it. That sounds easier than it is. It's very more often than not, clear, what is required.

To that end, the team itself should be guided in finding the best person to fit into the team.

Protect the vision and the Group: Keeping the promise

If the promise can't or doesn't want to be kept

The promise is that if you join our group, then you are striving to

- *align your work to the overall vision,*
- *towards aligning it to the work of your coworkers,*

- and *evaluate your own skills*, to see if they are the right fit right now to serve the team's goals.

If this promise can be kept, then the social harder responsibility² is to ensure:

- The person in question has to **leave the team**, or
- This person **must be kept away** from the team, in order to protect the resources and focus, and commitment of the team

For evaluation, the team itself should be used for this as well. The responsibility lies in leading the team safely toward this information collection. Safe, because without practice, this is a difficult social area to be in. The upside is that everybody determines and understands what it takes to be part of the team and can reflect on themselves and may counteract before the team has to act.

If the leading person sees or deduces from the group behavior that a person can't or won't keep their promise, then this hypothesis should be tested by leading the group to evaluate the situation:

- Is a person or are they not keeping their promise in terms of skills, feedback culture, alignment?
- Or is this person causing other people to drag with them?

If the group clearly states that there is some trade-off or other offset, then either the hypothesis is rejected or the leading person can state to *disagree and commit* with the analysis implication until new information arises.

However, if the information collection indicates that the person *should leave* or the team *must be protected*, then the leading responsibility is to make this decision and execute it.

²This process is socially hard for the team, the leading person, and the person in question, because nobody wants to see somebody suffer, even if it's short-term. Nobody wants to attack a fellow group member, and nobody wants to be excluded. That's what makes it very hard for everybody to go beyond thinking about this topic and actually acting on it.

Kapitel 2

Graveyard

0.1 Towards or away from

When a situation requires their application, these principles are closer to *responsibilities*, which one must adhere to when trying to achieve the goal of succeeding in these challenges with a group of people. It is expected of you by others or you are following a unproven principals.¹

If the situation seems hopeless in applying them, then they may be viewed as opportunities to find a solution for the given situation, guided by those principles.

Therefore, this section is called *Responsibilities and Opportunities*, capturing the dual usage.

1 Four Responsibilities for your Team

1.1 Driver for a Vision

Set a path: Clear, consistent, constant A leader's primary responsibility is to find, set and drive a compelling vision that aligns with the organization's goals or sets them.

This vision serves as a beacon, guiding the team towards a shared future and inspiring them to work together with purpose and enthusiasm. A clear and constant vision helps prioritise efforts and align individual contributions with the broader objectives inside and outside the team.

Definition of a Vision A vision is a future state that can be expressed as a sentence, a picture, or a goal.

It doesn't need to be explicitly defined in detail. Explanations can be provided if they help or are necessary in the decision-making process. However, it should be a vital part to guide action and strategy. It is not a strategy or a plan for achieving it! In the literature, you can find distinctions between a vision and a mission statement, but the goal is to make it as simple as possible: so that it can affect decision-making today, and can be an integral part of a team or company.²

A vision may have two parts: an internal and an external outlook. For example, *Wir sind ein leistungsstarker digitaler Betrieb* and *Zuverlässig & aktuell informiert: So bewegen wir*

¹Yes, unproven is right. Some principals have no base in testing out, but we follow them anyway.

²For example, a vision can be expressed as a *state* to be in, which could fall more under the category of a mission statement: *Wir sind ein leistungsstarker digitaler Betrieb*. This typically indicates a mission statement rather than a vision statement. However, in this context, there is no difference.

München. These two parts combined can also be a vision for a company.

The responsibility lies in ensuring this vision is constantly upheld and remains an integral part of the team, influencing decisions.³

Motivate Internally and Externally Ensuring social support, capital, and information input for the team to achieve the vision is also part of the leader's responsibility.

The Risk: Not having one. If the vision is not clear and what it takes to achieve it is not thought out—whether in terms of team capabilities or strategy—then assembling a team is risky. The team may not move in the direction of the vision, and the selected skillset may not be complementary.

If they may do great things, does not absolve the need for a clear vision and executional strategy, it may mean, that a the team is doing great thing *dispite the leadership*.

1.2 Alignment and Decision-Making

This involves turning plans into action, ensuring that the team is aligned and resources are optimally utilized.

Delegation and Accountability Delegation is crucial for effective execution. Leaders must trust their team members with responsibilities while holding them accountable for outcomes. The difference between micromanagement and effective delegation lies in giving team members the autonomy to execute tasks and finding solutions while providing support and oversight as needed, instead of evaluating the solution-finding process, and using once-own way in takeling a given problem. The focus is on evaluating the outcome of once work and how this integrated with other work and the lager vision.

Information Integration The great team is the best source of information, essesion power and finding the best solutions. In the perfect setting, there individuell work is aligned with the vision. Therefore, they are able to look for alignment problems in the work of there coworkers, that either is in conflict with there owns or with the larger vision. Futhermore, there integrated understanding of the team culture allows them to function as internal feedback-giver.

The responsibility lies in using the team to get the best information as possible.

Constantly Align Analyzing and gather information about the outcomes of the team is the requirment, to be able to do it This information should then be used to evaluate progress against the vision or strategy and to constantly communicate what it takes to align actions to achieve it internally and externally.

Take the left decisions "Left decision" refers to those crucial choices that no one want or can't make.

That different from "two-door"decisions, meaning they may have a significant impact and are not quickly reversible. If no analytical, logical, or group consensus can be reached for these decisions, leaders must take responsibility and make them. However, the goal is that the group is doing everything, to analysed and make it.

³Projects, strategies, daily discussion.

1.3 Finding the best solutions

This requires nuances for the specific assemble of the team, the field the team is in, and The responsibility, that Creating an environment that encourages finding the best solutions is a core leadership responsibility. This involves fostering open communication, promoting collaboration, and encouraging diverse perspectives.

Closer to the Truth: Pushing against Social Equilibrium For me, coming closer to the truth is assumption, what it take for a sucessfull team. There are probably other way to set up culture, and be sucessfull. However, from that are derived responsiblities, that requires, pushing a team and once self out of a social equilibrium, by applieng heuristics, which are design, to foster quick and collective truth finding. *Note: This equilibrium, must mean, everybody is happy. It means, all action, that a social system took in a given enviroment, are heuristics, which have group cooperation, and group stability as it's funcitional goals. Again: That does not mean, that those heutristic are producing in any enviroment and at any size or time scale a stable group. Further find further explanation, ask the auther.*

We sacrifice a bit comfort, for a long time success.

Memo: Coherent Decision Framework Clear and concise memos ensure everyone is informed and aligned, facilitating better decision-making and coordination.

The memo-style presentation of once work is designed, to ensure, to siffout unfinished thoughts, which a group has to evaluated. And allow to give persise crital feedback on for e.g. error, different solutions. This is more work for the autor, but, it should mitegrate the risk of siffing out thoughts, which the autor itself coulnt done, and using the group abilities, to give target valuable feedback for once work. As pointed out above, this is not a social heuristic for group stability, just because, this increases the risk for the author to allow a group to find something negatively associated with them. Therefore the responsiblity is, to value the risk, the author took!

Decision Making: Information-Flow The goal is not, that all information flows the person leading the group! The goal is, to have the best decision-making progress, by using each relevant persons inside in improving or finding or stopping a presentated solution TO THE GROUP.

Two things are important for this

- Arguments should be boucing back to as much as possible of reelvant person. This will required the responsiblity to ensure, people with reservation or general crital options, are encource to speak up, and adressing it as clear as possible.
- In reference to *taking the left decisions*. If the leading person estimates, that a decision at the needs to made at the end, then collecting as much as independed information from the group are peramount. For this, the leading person, should talk or make his position clear only at the end. Otherwise, the information flow get's selected beforehand (social eq. heuristic).

This collaborative approach helps surface diverse ideas and fosters innovation.

1.4 A Great Team

The responsibility lies in that, to find, keep motivated and talented people for the group itself, that they we as a team are most able to fulfill the specific vision.

Also the harder responsibility lies in how the team, that the group itself is protected, by *keep away* people are hindering the group in fulfilling the specific vision.

The responsibility lies, that ties out, that group member goal and aspiration that is aligned with the overall mission.

To be great, what does it mean? In relation to the overall topic of this, it means accomplishing things that are relevant for a great number of people. Being great in this context does not necessarily mean having a great number of skills, which may accomplish something. Nonetheless, having a great skillset may be an indicator of achieving great things in the future.

In reference to not having a clear vision and strategy, here lies the risk. People can have a variety of skills, motivations and potential. Therefore, is paramount, to have a well thought out vision and strategy, to know, what is required to achieve it. That sounds easier than it is. It's very more often than not, clear, what is required.

To that end, the team itself should be guided in finding the best person to fit into the team.

Protect the vision and the Group: Keeping the promise

If the promise can't or doesn't want to be kept

The promise is that if you join our group, then you are striving to

- *align your work to the overall vision,*
- *towards aligning it to the work of your coworkers,*
- and *evaluate your own skills,* to see if they are the right fit right now to serve the team's goals.

If this promise can be kept, then the social harder responsibility⁴ is to ensure:

- The person in question has to **leave the team**, or
- This person **must be kept away** from the team, in order to protect the resources and focus, and commitment of the team

For evaluation, the team itself should be used for this as well. The responsibility lies in leading the team safely toward this information collection. Safe, because without practice, this is a difficult social area to be in. The upside is that everybody determines and understands what it takes to be part of the team and can reflect on themselves and may counteract before the team has to act.

If the leading person sees or deduces from the group behavior that a person can't or won't keep their promise, then this hypothesis should be tested by leading the group to evaluate the situation:

⁴This process is socially hard for the team, the leading person, and the person in question, because nobody wants to see somebody suffer, even if it's short-term. Nobody wants to attack a fellow group member, and nobody wants to be excluded. That's what makes it very hard for everybody to go beyond thinking about this topic and actually acting on it.

- Is a person or are they not keeping their promise in terms of skills, feedback culture, alignment?
- Or is this person causing other people to drag with them?

If the group clearly states that there is some trade-off or other offset, then either the hypothesis is rejected or the leading person can state to *disagree and commit* with the analysis implication until new information arises.

However, if the information collection indicates that the person *should leave* or the team *must be protected*, then the leading responsibility is to make this decision and execute it.

***Selecting/ Joining**

2 Recycle Responsibilities

2.1 A group, but not a Team

A Team If all four responsibilities decided to be taken on for a group, then this group constitutes a team.

Let g be a group of individuals and $R = \{r_1, r_2, r_3, \dots, r_k\}$ be a predefined set of responsibilities. If you, as the assessor, determine that all responsibilities in R are fully applied to the group g , then g qualifies as a team. The currently defined number responsibilities is four. The four you find above.

A Group but not a Team Various group structures and social dynamics exist. The following categories represent an incomplete set of possible groups where the predefined responsibilities R are applied to a lesser degree. In these cases, some responsibilities might not be fully met or may not apply at all. For instance, in a collaboration group, you might assess that certain responsibilities within R are not fully applicable or not applicable at all.

Let G be the set of the following social groups: *Collaboration*, *Alligence* and let $g' \in G$ be a specific group. Let $R' = \{r_1, r_2, \dots, r_4\} \subseteq R$ be a subset of responsibilities. Various group structures exist where the responsibilities $R' \subset R$ are applied differently or to a lesser degree.

Define a function $f : G \times R \rightarrow [0, 1]$ representing the degree to which each responsibility is applied to each group, where $f(g', r_i) = 1$ indicates full application and $f(g', r_i) = 0$ indicates no application. For a group $g' \in G$, if there exists any responsibility $r_i \in R'$ such that $f(g', r_i) < 1$, or if $R' \subset R$, then g' is not considered a team. For example, in a collaboration group g' , some responsibilities in R may be applied to a lesser degree or may not apply at all.

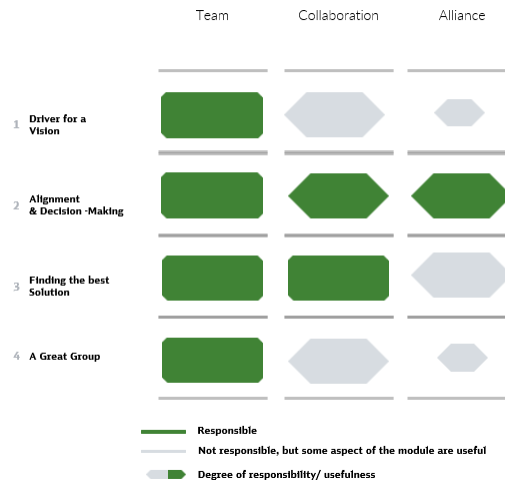


Abbildung 2.1: Example of reduced degree of the the four Responsibility

2.2 Collaboration: Collection of Collegs

For the following group, the four responsibilities are separately evaluated.

Driver for a Vision There are no inherent exception to set the vision!

If the decision is made, to lead the group either by a share assumed vision or set one for them, then restlichen responsibility are with all supports are yours.

derive to *set a path* with al theHowever, this social construct is more lose, therefore it is not as bounding as with a team, because a team member chosses more consicly to join a team. With college there are either not essabled by you or if essabled by you do not have as much range in protecting the vison and the rest of the group, if required, or it is different from the team.

Alignment and Decsion Making For that *alignment* and *finding the best solution* can be provided.

In case no path for the vision is set, then is might not be "your team", but the concept of "a team", which - if the responsibility is taken, can be lead a vision.

The main resonsibility lies successing in aciving a vision. All the same can be applied as for a team. However the social relationship differs from a team. On the topics of dependency, it may can have the same stronger or weaker as with your own team.

However, the same for a team as with collaberation partner can be say, the are a vital part of striving together towards the vision.

"Keeping the promise" might be harder to follow with the collaberation partner.

If the social bond is more like a collegeion of colleges, and no stated leading position is said, then the promise can enforced by providing the perspetive, that this collegeion of people should align there work with the other members to the benefit of all and the vision.

Risks: Jumping of Point If your vision can be reached with the collaberation or it takes to much personal ressources to achive it, in this constallation of the cooperation.

To have control of the input-output selection of the group, the principal of raising this topic with the group itself and use them to evaluate the situation of *protecting the team and vision*. If the group comes in their analysis to exclude or change the structure of the group and can't make it themselves, then the reconstitution of the group is required, that the person with the leading responsibility is able to do it.

As said before, if the reconstitution is not met, then the option of ending the responsibility is given.

Special Case: Payed Collaboration If the social bond is more like a temporary paid collaboration, the most important part is taking responsibility about providing a **true expected results**. The delegation is implied and expected. Keeping the promise is not really part of it, because this needs time to get a cross. However, making the importance of the contribution for the larger vision clear, is not a leading responsibility, but will help a leading principal that should be applied when ever is possible.

In essence, the leading responsibility lies mainly in *delegate and accountability*

3 Group-ish

There is the commonly used concept a *team*. However, looking through the lens of social groups: by accepted hierarchy⁵, observed dynamics, individual goals and playingfield dependencies, the concept of a team gets replayed with nothing, thus gets more simplified: a working-group.

Is a team not a working-group?

No. A team gets most commonly understood as a group which gets selected by one person and this team follows the set implicit or explicit incentives or this person, based on the evaluation of this provides incentives.

A more applicable definition is a group. Which might be true for a lot of work-groups, it's not observed, the true incentives between the true ability to hire or fire person, to direct orders or stir them

3.1 Alligence - Inspiration

With Alligence are meant people how are believe in some aspects of the vision or can or want to use some capacity the team or collaboration has build.

KEEP THE Feeling of responsibility away!!!

The first two group categories define groups, which are part of the effort to archive the vision and it's strategic goals. The category *alligence* require no leading responsibility as describe here. In that case, it's more like inspiration to that kind of group. But, there is no responsibility in their output! That is crucial. This category should help to distinguish, between feeling responsible, to everyone.

3.2 Leadership

- Making decision, but not "A great team". Es soll nicht vollständig sein. Das Ziel soll sein, dass es kohärent und verständlich ist.

⁵There are different kind of hierarchies.

Totally loose Finger Pointen Everybody to Everybody Pointing to the purpose People: Problem: Left behind (Group has to evaluate: Not I. I have to Foster it, if I see it. And I have to make the decision, because it's painful)

Identify: If skills, feedback, or purpose can't be reached with them. I want that we, are proud, in achieving it. Sometimes hard ————

Noch erweiterbar: ————

The tool of choice would be a strategy to point the way.

A vision is just a future state. Normally, there is no path shown that ensures a team today can move towards this vision state in the future.

A strategy would not only be a path from today to the vision itself, it would also be realisation, how this vision would look like. Sort of in the same way, as objects and key results interact with each other. An object is just a goal. The key results are mostly defined not derived indicator of this objective. In similar means, defines a strategy "a" expression of the vision.

— Even so, some of the vision statements can mostly not be

To align further decision

The goal is, that other people re

Organising Schema: Align resource

A strategy may be the first realization of the vision.

For example, YouTube's mission statement is *to give everyone a voice and show them the world* and Alphabet **4Es: Earn, Entice, Expand, Experiment** is its current strategy. However, there is no single strategic realization of this vision. It is the first ... Instead, various strategies must be implemented and adapted to work towards achieving it.

As circumstances change, leaders must continuously reassess and update the strategy to ensure it remains coherent and aligned with the set vision. Regularly updating the strategy is essential to keep the team focused and adaptive in a dynamic environment. However, this does not mean that the vision has to change. It indicates that the path or expression of the vision may need to be adjusted.

Knowing the difference: Vision Max or Team Max There is a difference, between maximizing vision or maximising the input.

What is meant by that is, maximizing the vision is, constantly finding and keeping the best team member and resources to strive to the vision. The focus is to do everything to position the team or fulfill the vision, and not lowering any standards. On the other hand, *maximizing the input* with the given resource and team member capabilities the best realisation of the vision will be strived at.

The responsibility lies in that, know the own capacity to understand, what principal can be applied. The assumption is, that follow the one or other principal is not a conscious choice, but rather a behavior for ever and over. However, I knowing the capacity or wishing to change it, is important for setting the vision or subgoals and in communicating this to the team and letting new person know, what to expect.

For example: If maximizing a personal team member's potential is not sufficient to achieve ,

There is a different responsibility: Honouring the commitment, other team member made to the vision including the achievement of the strategic great things.

Finding great Teammates for great Teammates Until now, I did this. With the given input, to reach a certain goal. However, if the input was not sufficient, then the goal was adjusted.

Bei größeren Zielsetzungen und größeren Verantwortung, birgt die die Input Maximisierung Probleme.

... Probleme Colleges Bases: The risk is, that it can be demotiliseing, pull und pushing other people. Not everybody has the patents for it.

More work has to pick up by other team mates

And you as a leader don't hourner the commitment each teammember made to the vision, by allowing team dynamcis or not sufficent teammembers dafür sorgen, dass die Zielbereitschaft andere Teammitglieder nicht erreicht wird.

... Meine Führungsverantwortung: Mein Versprech

Personen geben sich der Vision und Erreichugn hin (für diese Personen habe ich ebenso verantwortung); Wenn Mehrlast auf Personen fällt, welche Teile des Team zu langsame für die gegeben Herausforderungen sind, liegt hier ebenso die Verantwortung bei mir.

Bei größeren Strategien Zielsetzungen, liegt jetzt hier die Priorität (Lernen, die zu tun.) Mehr auf Vision Maximizerung.

Die besten für die besten finden!

Der Schwere Teil: Entscheidungen für das Team, die Vision und Kunden treffen. Kein eigener Standard setzen. - Entscheidung in den ersten Wochen: - Kontinuierlich: Commitment der Teammitglieder wertschätzen, wenn der Einsatz von ihnen dadurch geschältert ist, oder sie auch nicht die Vision erreichen. - Neue Strategie, welche der Vision näher kommt;Neue Capacitäten werden benötigt. Selbst durch Loyalität muss dann ein transit gefunden werden. - Low Performance Part vs Priorsierung von Ressourcen; Es ist nicht nötig, nur low Performance zu entlassen.

Bisher war es so, dass ich mit dem geradbeit habe, was da war und gegebenfalls meine Vison/ Strategie angepasst habe (nach unten korrigiert). Jetzt bin ich verantwortlich für das Team, dass die Vsion erreicht wird, und den Input wähle ich aus und pflege ihn.

Deletegat, accountability, quality: Integrate Team results (Zu einander bounces); What does it mean, to mean great. Is very abitray.

Continuosly keep it great

The aspekt is to make Continuuesly Assembe a great team for the vision.

—

Finding talentent people, who will de

maybe given a more true statement. — What I do, is using the talent a got in the best possible way. There is a way, if the vision requires cabbilities, which are not here anymore.

Make a cut, as quick as possible! Loyatcly.

There is a difference between the zielzustand.

Making a quick decision - Couple weeks, less then a month.

There are here for me, I'm there for them.

If the vision evolves or the required strategy cabaility are increasing, then a discussion needs to be.

The loc

First, we are here for other to archive the vision. By doing it we bond over it, by creating something great.

What to do, if cabilities are not sufficient after a certain time. The vision and the goal dictates. Responsibility to make decisions Horner the commitment of the team, of there commitment to the vision and enshojdsdofias. for the team, there commitment to the vision and

Maybe category of quality. There is then a lower cabinet part of the team as well. this ranking, determine the priority and resource investment.

Make the investment Gebern, bewusst, wo die Priorität liegt. Ebenso, kann auch die Entscheidung getroffen werden, nicht jemand weiter zu führen im Team, weil die Ressourcen für andere Themen oder Personen aufgewandt werden müssen, im Bezug für Visoin.

Meine Persönlichkeit erlaubt mir nicht, anhand eines persönlichen Standard, Selectionsent-scheidungen zu treffen. Die

Eine eigenen Einschätzung ist das hier. Diese Einschätzung kann dann bewertet werden. Sicherlich, nicht alle Punkte, die anderen einfallen werden hier aufgefasst. Was hier aufgefasst ist, sind die Punkte, welche für mich ein bewussteren Anspruch erfordern. Dinge, welche hier nicht erwähnt sind, wo automatische Verhaltensweise ausreichen oder automatisch kommuniziert werden.

Lose* Personal Guide Finding Value So, the topic is called: Finding Value! Inset of finding the opportunities with the greatest marginal value for satisfaction. (This can be strategy power, but it can also be just temporary satisfaction. Then again, another opportunity can arise, which has a high marginal emotional value)

Two guiding this: - Find value, where the marginal satisfaction rate is very high. - Then Delegate Accountability, lead team to develop X to give person or a group the strategy power. Note: This is different, from a system, which everybody just has to fill in and "bedienen". For example. Urlaubsplanung: This is a system (Exception can be made), that has no strategy power for somebody. Therefore no satisfaction feeling. Then the acquisition is, that I provided this strategy power for them.

I'm not also relevant for quick relevance.

Strategy Power, to allow others to have strategy power

Deepening on how

If a vision has a widely accepted goal⁶

Strategy thinking: If a goal, project or other effort is set. Then it is vital, to think about, what team member and

and it thought out, what is required to achieve it. Then there are two approaches, to achieve them.

The best are determined, by the group itself. Most of the time,

Strategy Positioning: With the best people*

Internal Mechanism: Don't let yourself confused by language. A good "internal mechanism", which feels like a thought, might not always find an equally good verbal and mathematical description!

Knowing the difference If we have this, we can only achieve this. If we have this goal, when need this.

What to promote Finding the right balance between providing freedom and learning from the best is crucial. Leaders should create an environment where team members have the autonomy to explore and innovate while also learning from experienced mentors and established best practices.

Commitment to Leading the Team The responsibility I see is to find people who have indicated or already proven that they are capable of achieving great things. This is relevant for the team itself, to have team members from whom to learn, strive, and be pushed by.

Push, to make more possible Leaders should constantly push the boundaries of what is possible. This involves challenging the status quo, encouraging the team to stretch their limits, and fostering a culture of ambition and perseverance. By pushing for more, leaders drive continuous improvement and inspire their teams to achieve greater heights.

⁶This means, it's understood, can be widely evaluated in the same way, and or can

Lazy, ambitious people To to avoid them. Speciall, they get mad

3.3 Objectives

Thining about what I would use as guidelines for - mechnisam (Best solution), principals, responsibilities (todos: alignment, vision).

in order to strive togehter towards something great (worthwhile/ challenging).

WTC-PT := Working togehter on something Challenging - for a prolong time.

How I think is the best solution for challenges together as a team. You are the person who are wanting to take on those challenges.

How I think the best solution is for initial template for achieving challenges to get short if you are the person who wants to achieve those challenges and what you partial role in it is

WTC-PR := Principles, Responsibilities and Mechanism - for working together on something challenging, over a long period of time.

Lookout for worthy Opportunities! Don't take everything.

To full fill the vision, more people the your team are required.

To feel responsible for everything is as difficult, as to feel responsible for nothing or the wrong things⁷

To that end, the destinaction may be made between

- your team,
- alliance,
- inspiration*

The degree of resonsiblity.

For all the people of you great team, the respo All the people that in the team, need to be great.

team, a cooperations for the mission or adjasend example.

There is a difference between your

- a team
- alience
- inspiration: mindset, output, and protection: Be there for them!
- cooperation: nur output; Not mindset
- aligence: Shareing core visions aspects. But the output of there work is not part of a leading responsibility. Not responsible for there output:

MayBe I should write it out: I'm still excite, to expand this.

Beside your team!

3.4 Lookout for worthy Leading-Options! Don't Take everything.

Unterschied, Direkter Führung! MEIN Team ODER Meine Verantwortung (Kooperation) UND Begleitende Führung von anderen (Nicht verantwortlich für ihren Output: Ich helfe, ihnen, IHRE Ziele zu erreichen!!) Sie gehören nicht, zu meinem Team Am Bsp. von R. Sie gehört NICHT zu meinem Team. Würde sie dazugehören, würde ich sie das Team verlassen

⁷Very losely that means, wrong are the topics, which indicate, that are very likely have no impact on set goals.

müssen. Aber Achtung, mache mal ist es gut, Optionen auszusparen, um Zeit und Rerscourcen für andern zu nutzen, selbst wenn diese noch nicht da sind:

A vision may have two parts: an internal and an external outlook. For example, *Wir sind ein leistungsstarker digitaler Betrieb* and *Zuverlässig & aktuell informiert: So bewegen wir München*. These two parts combined can also be a vision for a company.

Teil II

Anhang

Anhang A

Abkürzungsverzeichnis

Symbole

.ipynb Jupyter Notebook file format which is interoperable across many platforms. The name also refers to the user-facing web interface called Jupyter Notebook.. *Glossar:* Jupyter Notebook (Web Interface)

.json JavaScript Object Notation. *Glossar:* JSON

C

CDF Coherent Decision Framework. 6

E

EC2 Amazon Elastic Computing Cloud. *Glossar:* Amazon Elastic Computing Cloud

H

HTTP Hypertext Transfer Protocol. *Glossar:* HTTP

J

JSON JavaScript Object Notation. *Glossar:* JSON

N

Na Not available. *Glossar:* Na (R)

NaN Not a Number. *Glossar:* NaN

O

O(OKR) Objective form the OKR logic. *Glossar:* Objective (OKR)

ODBC Open Database Connectivity (Connection). *Glossar:*

P

PRE-WTC Principals, Responsibilities, Expectations - when Working Together on a Challenge.. 6, 7

S

SQL Structured Query Language. *Glossar:* SQL

U

URL Uniform Resource Locator. *Glossar:* URL

Anhang B

Glossar