

LEADERSHIP THAT FITS

Where does a leader make the greatest impact?

The Navigator reveals which role and environment truly fit – before an appointment becomes a costly experiment.

Leadership logic. Role fit. Impact.

For executive appointments, succession, transformation, leadership development and career transitions.

01 RESEARCH-BASED

Based on Dr. Jörg Schwall's doctoral research at the German Sport University Cologne.

02 PERSONALLY REVIEWED

An expert-reviewed report and a 60-minute feedback session, rather than an automated verdict.

03 ROLE AND ENVIRONMENT IN VIEW

The Role and Environment Check shows what kind of leadership the role requires and what the organisation actually allows.

A FAMILIAR PATTERN

The top salesperson becomes sales director – and struggles to fulfil the role.

Strong performers are promoted or hired – yet suddenly struggle in their new role. Skill and commitment are rarely the issue. The role simply requires a different leadership logic from the one the person brings – or the environment does not allow the leadership the role calls for.

COSTLY TRIAL AND ERROR

Months pass before the mismatch becomes apparent.

The team loses direction and momentum.

A capable professional suffers in the wrong role.

The search starts again.

The Navigator starts before the decision: What leadership does the role need, what does the environment allow – and who can provide it?

THREE LEADERSHIP LOGICS – A QUESTION OF FIT

Strong leaders do not thrive in every environment

Expertise and past success matter. What makes the difference is how leaders handle responsibility, structure, freedom to shape outcomes and risk.

MANAGER
stabilise, structure, steer

MOST EFFECTIVE WHEN

Reliability, quality, robust processes and scalability are needed.

TYPICAL CONTEXTS

- Mature organisations
- Operations and quality
- Efficiency programmes

INTRAPRENEUR
drive entrepreneurial change within an organisation

MOST EFFECTIVE WHEN

Change needs to be driven and embedded within an organisation.

TYPICAL CONTEXTS

- Transformation
- Growth and succession
- New business areas

ENTREPRENEUR
act entrepreneurially and independently

MOST EFFECTIVE WHEN

Genuine autonomy, clear accountability for results and a strong appetite for risk are required.

TYPICAL CONTEXTS

- Start-ups and new ventures
- Turnaround with full authority
- Autonomous units

No profile is inherently better.

Blended profiles are common. Impact emerges when leadership logic, role, culture and the company's stage of development are aligned.

WHAT YOU GAIN

A sound basis for confident decisions

Prevent hiring mismatches

Clarify the leadership logic the role requires and what the company allows – before discussing candidates.

Ask more focused questions

The report offers working hypotheses rather than labels – for interviews that go beyond the CV.

Retain leaders

Understand the conditions in which a leader can be effective and stay for the long term.

TWO COMPONENTS – PERSON, ROLE AND ENVIRONMENT IN CONTEXT

The individual leadership profile — COMPONENT 1

Shows how a person prefers to lead and shape things: 36 practical statements, three separately scored leadership logics, one profile type.

MANAGER	INTRAPRENEUR	ENTREPRENEUR
75 % strong	82 % very strong	65 % strong

Sample scores, fully anonymised. Scores do not total 100 % or predict success.

- Core profile, leadership logic and motivational structure
- Strengths within the organisation and risks in the wrong context
- Retention and leadership conditions, questions to explore

Completed by the leader themselves. A full sample report is available on the website.

The Role and Environment Check — COMPONENT 2

Adds the specific leadership role and the organisational environment to the profile – in professional use with Dr. Jörg Schwall or a certified practitioner; optional if self-booked.

The role: 18 statements in six areas

Which leadership logic does the role require?

1. Mandate
2. Stage of the business
3. Nature of the task
4. Risk and uncertainty
5. Integration into the organisation
6. Measure of success

The environment: 24 characteristics in six dimensions

What does the organisation actually allow?

1. Decision rights
2. Governance and reporting lines
3. Leadership culture
4. Incentive system
5. Resources and room to shape
6. The organisation's readiness for change

The role and the environment are described by the company – such as the management board, shareholders or HR – via a personal link in around 15 minutes; with a self-booked profile, by the leader. It is the role that is assessed, not the person.

COMPARISON OF ROLE, PERSON AND ENVIRONMENT

Role and person

For each leadership logic, the demand of the role and the person's score are placed side by side: a fit, something to clarify, or a clear gap or clear surplus.

Role and environment

For each dimension it becomes visible whether the environment supports the mandate or is narrower than the mandate – the risk of a mandate without authority.

Person and environment

For each dimension it becomes visible whether the environment fits the person's leadership logic, is narrower or wider than the person needs.

The comparison does not make an automatic suitability decision and does not produce a fit score. It provides a structured basis for reflection, advice and clarifying possible areas of tension – with notes for discussion and guiding questions.

YOUR RESULTS IN FIVE STEPS

1 Clarify the context
A context questionnaire on your current role, your reason and the role you are considering.

2 Reflect
36 practical statements, answered online using a five-point scale.

3 Describe role and environment
18 role statements and 24 environment characteristics, around 15 minutes; optional with a self-booked profile.

4 Receive your report
Leadership profile and comparison, expert-reviewed, usually within five working days.

5 Discuss the results
A personal 60-minute feedback session: tendencies, fit and next steps.

FROM RESEARCH TO A TOOL FOR DIALOGUE

Grounded in research. Developed for practice.

The Navigator is based on Dr. Jörg Schwall's doctoral research at the German Sport University Cologne. It empirically examines leadership types, motivational drivers and the incentive conditions that enable entrepreneurial leaders to be effective and remain with an organisation for the long term.

It also draws on over 20 years of personal leadership responsibility and day-to-day experience in executive search and coaching. The Role and Environment Check applies these incentive conditions to the specific role and organisation.



Dr. Jörg Schwall
Managing Director and Partner at Späth & Partners

- Over 20 years of executive and management experience, including roles at Tata Steel and Villeroy & Boch
- PhD in behavioural psychology
- Executive Search and Leadership Advisory; coach to C-suite and divisional leaders
- Master Trainer at the IBM Leadership Academy; lecturer at the University of Stuttgart

WHERE THE NAVIGATOR SUPPORTS BETTER DECISIONS

Appointing key leaders	Clarify before the search what leadership the role requires and what the environment allows – and add the comparison to shortlisting and interviews.
Succession	Clarify early whether stability, change or a new direction is needed – and which conditions the succession requires.
Transformation	Identify who can drive effective change within the organisation and whether decision rights and culture support the mandate.
Leadership development	Assess motivation, impact and the conditions needed for retention – including the second leadership level.
Career transition	Understand which next role and degree of autonomy truly fit.

WHAT THE NAVIGATOR IS NOT

- Not a clinical personality test
- No rigid categorisation
- No automated decisions, no fit score
- No substitute for interviews and references

It provides additional evidence for decisions. Clients receive only the agreed results; individual responses remain confidential.

LISTEN TO THE PODCAST

Headhunter Insights, episode 46: Transformation is essential. But do you have the right leadership for it?

Let's talk about the role – and look beyond the CV.

An introductory conversation, without obligation, by video or phone.

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