



Masters Honours programme

# **Change Leaders and Management**

2018-2019

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## Preface

Dear reader,

Before you lies the Change Leaders honours booklet, full of amazing faces and stories of 22 future leaders. Since we got together nine months ago, we have grown in knowledge, skills and character. The diversity of the people in our group is inspiring, from Mexico to India, we learned about each other's cultures and were inspired by the way people handled their situations. We talked a lot, discussed a lot, but above all we had so much fun.

This booklet summarises what we have learned in the past nine months. It is difficult to explain exactly what it is that we have learned, since we mostly have grown personally. However, we have learned, all of us, even if we might not directly think so. For us, this booklet is a moment to reflect on what we have achieved and to remember for years the beautiful people we encountered during this programme.

To others that read this booklet, we hope to enthuse you, to inspire you, perhaps to make you feel proud because you know us in some way.

After completing this honours programme we will all go our own ways. Some might start working after the summer, some still have to finish their studies. Others may travel back to the country they were once born in, others might stay in the Netherlands and some others might travel the world to discover new places. With more trust in ourselves we will conquer the world in all of our different ways.

I wish all of my fellow honours students the best; I hope to see them in places they belong, in places they feel like their best selves. I hope to see them again once every while to keep inspiring each other and keep on discussing, but mostly to keep having fun in the things we do in life.

**Wishing all of you the best,**

Anouk Westerdijk

Honours student of 2018-2019

# Content

## Colophon

### Master Honours programme Change Leaders and Management

Cohort 2018-2019

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### Printed by

Ipskamp Printing, [proefschriften.net](http://proefschriften.net)

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# Introduction

## Master Honours programme Change Leaders

The Change Leaders programme is a yearly master honours programme held at the University of Twente from November till July. This year is the sixth edition of the programme consisting of 22 students from different master studies, cultures and mindsets. This diverse cohort is selected based on their excellent academic background, extracurricular activities and their will to push themselves out of the comfort zone.

The programme focuses on developing one's leadership skills during the course by means of lectures, training and an individual project, providing insights into which approaches and methodologies work best to achieve the desired results.

As this years program comes to an end, we are proud to present this booklet highlighting our individual experiences. Each year the programme is fine tuned and enhanced to make it better. This year the idea of peer-review groups was introduced for the first time and has yielded positive results. This idea is also reflected in this booklet. This booklet provides a short description about the organization of the programme followed by peer group and individual experiences. We hope this book will be a source of inspiration for our future endeavours as well as it will motivate students to participate in next year's programme.

## Why Change Leaders Programme?

Solving many of today's global challenges, such as climate change and the transition to renewable energy, requires leaders who are capable of learning, collaborating as well as inspiring and managing people. Leaders must be able to put ideas and know-how together to convert them into effective actions and are often seen as key to success. Managing and guiding change is by no means an easy task. The change leader should possess qualities such as agility, adaptability and emotional intelligence in addition to core leadership qualities such as self-awareness, communication, inspiration.

This honours programme aims to develop these skills during the span of this course. Different mechanisms are utilized to make sure course is informative, engaging and impactful. The diverse group of students from different backgrounds provides an excellent environment where they can voice their opinions, share their perspectives and positive criticism while collaborating with each other. This eventually results in more open and accepting mindsets and in rich learning experience.

## Organization of the programme

The programme starts with cognitive part, which focuses on different topics and recent developments in the field of change leadership. Each week a lecture focusing on different aspects of change leadership is given by the professionals and industry experts. Students are provided with the preparation material to make them familiar with the topic. These lectures are aided by pre- and post-reflections about the topic which helps participants to critically evaluate the material presented and also gives opportunity to provide their perspective about the topic. At the end of the module students collaborate in groups to review and critique literature on one topic of change leadership and management.

The next module '*Experiential Skills Training*' is aimed at sharpening individual change and leadership skills. This is done through training, reading about and reflecting on the various skills learned earlier. Topics on communication, influence, planning and cross-cultural effects are covered by means of lectures and workshops providing personalised

insights and advice if required. During this quartile trainings on different key areas such as strategic planning, presentation and communication skills and cross-cultural engagement were provided. This ensured all round development of the participants.

By the end of the third quartile students set their personal development goals using the insight discovery report and material provided throughout the course. 'Project Execution and Coaching' provided in fourth quartile builds up upon previously presented knowledge and gives freedom to incorporate knowledge gained by means of individual coaching and change project. The program concludes with a self organised ceremony and the unveiling of this awesome booklet!

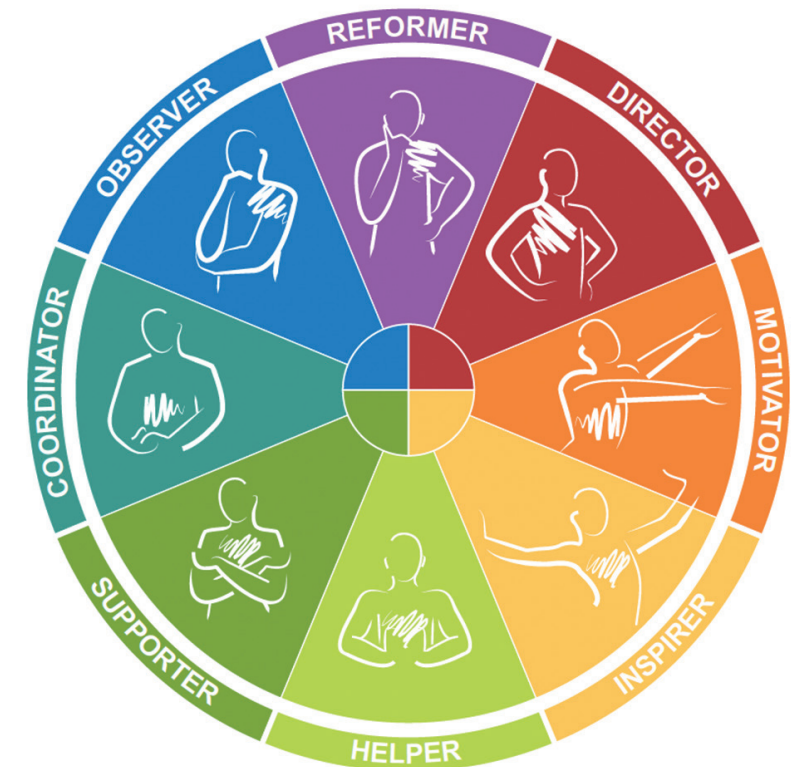
## Discovery Profile

At the end of the cognitive module, each student went through individual assessment. The results of the assessment are provided in the form of Insights Discovery Profile. This profile is used as basis for the personal development plan for the fourth quartile and this section describes short introduction to interpretation of these results.

Insight Discovery is a psychometric tool based on the psychology of Carl Jung, built to help people understand themselves, understand others, and make the most of the relationships that affect them in the workplace. After receiving the report, students studied and analysed their profile to understand their dominant characteristics and personality traits allowing them to learn how others see their preferences and behaviours.

There's a wealth of information in the profile itself, which opens up rich conversations about how others view you at work, why that might be, and what can be done to address any potentially difficult areas. The information is provided in the form of four personality traits: red (extroverted thinkers), blue (introverted thinkers), green (introverted feelers) and yellow (extroverted feelers). Each individual has different combination of these four characteristics which is then used to classify them into one of the 72 different profiles (Figure 1). Most of the peer teams were mix of different profiles providing excellent opportunity to learn from each other, to observe and understand behaviour traits and

learn how to deal with different personality types. This was indeed one of the highlights of the program which helped tremendously in improving 'people skills' of the cohort.

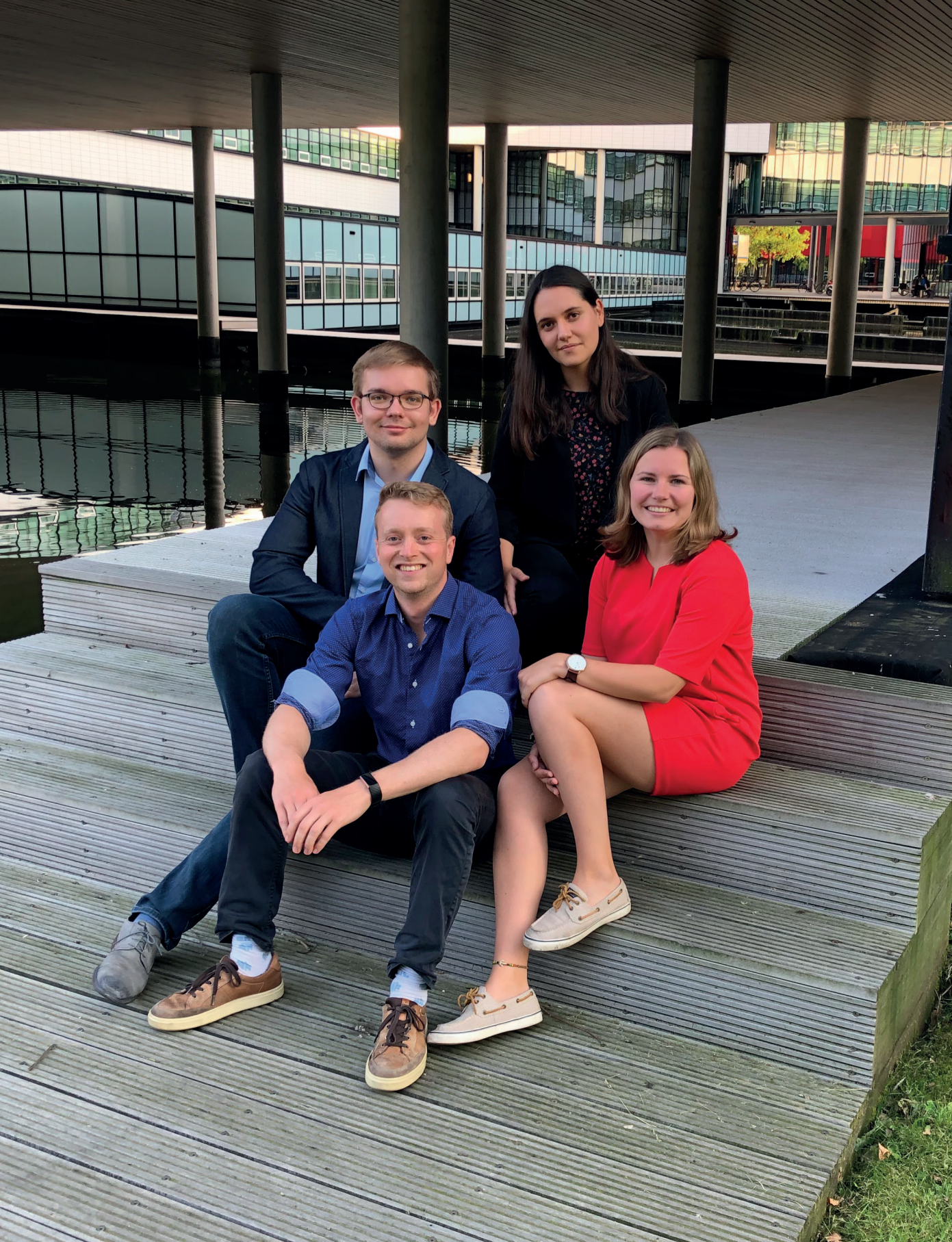


The order and strength of the four colour energies in each participant generates eight types:

- Director** | Extraverted Thinking | Results focus, decisive, assertive
- Motivator** | Extraverted Intuition | Drive, enthusiasm, positive thinking
- Inspirer** | Extraverted Feeling | Persuasive, creative, people skills
- Helper** | Introverted Intuition with Extraverted Sensing | Flexible and helps others, shared ideas
- Supporter** | Introverted Feeling | Listens, loyal, team approach
- Coordinator** | Introverting Sensing | Planning, organising, time management
- Observer** | Introverted Thinking | Sets standards, Product knowledge, analysis
- Reformer** | Extraverted Sensing with Introverted Intuition | Determination, monitoring performance, discipline

Figure 1. Simplified Discovery 72 profiles wheel and explanation of eight types.  
Insights-eight-types-graphic, retrieved from: [wearebowline.com](http://wearebowline.com)





## Peer review Group 1

Sebastiaan den Boer, Andrea Vargas Farias, Kevin Dekker and Lauren Kerkhof

The peer review group sheds light on individual learning goals from a variety of perspectives. The experiences of others contribute to the learning experience of each individual. This process is enhanced by the diversity of personality traits, goals and backgrounds, which enables an effective learning environment.

A team-building activity was the foundation of a safe learning environment. The setting in this team building activity let us engage in a process that resulted into creative contributions to our own and each other's personal development goals. After this activity, the peer review group proved to be more productive and started to really bear its fruits. This was mostly noticeable through the process of forming personal development goals with the peer review team. To make our goals more measurable we coached each other through the process of goal operationalisation, occasionally making use of formal methods.

The format of peer review groups also positively influenced project initiation. Whereas all members of our peer review group most certainly would have been able to adequately perform their last quartile's project individually, we feel that the safe environment and collaborative nature of the peer review group have enabled us to excel in our projects.





## Sebastiaan den Boer

23, Blue, Business Information Technology, The Netherlands

*"The content of a presentation is second to the emotions that it is designed to liberate"*

- Ted Baartmans

"Reaching for the Stars", that was the goal that I set myself during a pitch at the More Than a Degree Awards. Though it was never my ambition to become a leader, it was my desire to transfer knowledge on aerospace and astronomy - resulting in co-founding Space Society Twente and hosting NASA's International Space Apps Challenge in Enschede - that eventually made me reconsider.

While my motivations were clear at this point, it was still my belief that I did not possess the ability to be an inspiring leader without prior training. Therefore, it is not too surprising that my decision to participate in the Change Leaders track of the Honours Programme was primarily motivated by the opportunities it offered in terms of personal development rather than the goal being the pursuit of scientific knowledge or participation in the programme being the goal itself.

Having reached the end of the programme, it has provided me with knowledge and experience beyond my initial expectations. Especially the lecture on presentation skills by Ted Baartmans has left a deep impression on me. Whereas my personal Insights report rightfully found that it is in my nature to believe that an audience is inherently interested in the content of a presentation, it is this guest lecture that has provided me with the understanding that the content is second to the emotions it is designed to liberate.

Throughout the remainder of honours programme, I worked together with a personal coach to integrate this perspective on presenting, among other personal development goals, in my daily life and projects at Space Society Twente. Because of this changed perspective, it has become easier to convey my message and consequently motivate students and corporate partners to get involved in my projects.



## Andrea Vargas Farias

25, Red, Civil Engineering and Management, Mexico

*"You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world"*

- Woodrow Wilson

My academic, professional and personal aspirations revolve around what I believe is our most important yet sometimes overlooked goal: positively contribute to our environment, economy and society. Our lives are subjected to continuous and multi-scalar change: from the individual to the household to the business to the city and so forth. Therefore, it is our job to steer the way towards adaptation. If we want to make an impact, we must be ready to lead the change we need and want to see. Acknowledging that change is a constant in our world, I decided to join the 'Change Leaders' programme.

This programme has been a substantial complement for my formation. Leadership is an important skill to possess if aim to provide insightful contributions to the work in which you participate. I learned to see problems as challenges and differences as opportunities. At the end, what sets plans in motion is an addition of cumulative efforts!

Through this time, I realized that there is no such thing as a predefined nor static pathway towards change leadership and that (1) you must find your own way(s) according to your interests and capabilities; and, (2) the context dictates both the pace and the strategy to get there: "leaders need many styles" (Goleman, 2000). For that, we must know ourselves and plan for development through questions such as "Who I am? What's the impact I want to have in other people? Who do I want to be?" And thanks to the orientation I received from the heads of the course, the guest lecturers, my BEST peer review group, and my coach Rianne (to whom I'm very thankful), I feel ready to engage in a process of defining and redefining myself accordingly, being aware of the fact that there is always something we can improve about ourselves! Luckily for me, this has been an opportunity for me to learn how to do so.

Goleman, D. (2000). Leadership that gets results. *Harvard business review*, 78(2), 4-17.







## Kevin Dekker

24, Blue, Industrial Engineering and Management, The Netherlands

*"Give a man a fish and you feed him for a day. Don't teach a man how to fish and you feed yourself. He's a grown man. Fishing is not that hard"*

- Ron Swanson

*"Many managers mistakenly assume that leadership style is a function of personality rather than strategic choice"* (Goleman 2000, p.4). Not often do I meet a manager able to switch successfully between management styles based on the environmental context. However, I believe this situational adaptability can be a key determinant of successful management. In essence, management is the facilitation of a process of co-creation by a group of people through coordination, motivation and the provision of materials, knowledge and a clear vision. What leadership style to use does, from my point of view, not rely on which of those management tasks deserves focus. On the contrary, I think the choice of leadership style should almost solely depend on the group of people that is to be facilitated. For example, when working with a group of scholars, expressing an authoritative vision might prove counterproductive. Scholars are highly educated and often self-directed and motivated by developing their own visions and goals (i.e. in the West-European culture). A democratic approach is likely to work better in such case. It is important to find out what motivates people to decide on a form of effective leadership. That is the most important thing I have learned during the cognitive aspects of the honours programme.

Currently, I am trying to develop my ability to make use of different leadership styles. To do so, I am using my strengths to work on my weaknesses. A blue (coordinating observer in my case) personality is typically analytical, which enables detailed examination of a group of followers. This strength can be used to pick a suitable leadership style, but also to identify the needs of others. Identifying needs of others allows me to act upon my observations and therewith further develop my yellow personality attributes. Through this process I aim to develop a well-balanced set of soft-skills empowering adaption of leadership styles dynamically.

Goleman, D. (2000). Leadership that gets results. *Harvard business review*, 78(2), 4-17.



## Lauren Kerkhof

22, Green, Health Sciences, The Netherlands

*"A human has two ears and only one mouth, so that they can listen twice as much as they speak"*

*- Epictetus*

I joined the Change Leaders honours programme, because I thought it would give me more insight and experience in the field of leadership. The honours programme offers a great opportunity for students to develop knowledge, attitude and skills related to leadership and change.

My favourite part of the programme was the Insights Discovery workshop. The Insights-report was a real eye-opener. Even though I already knew most of my personality traits, the report revealed some effects and values that these traits have on team dynamics, which I had not thought about before. This helped me to identify my personal role in a team.

In addition to that, I thought it was very fascinating to learn about all personality types/colours that can be present and how these interact with each other. I learned certain strategies in communicating with people that have a different dominant colour. Learning this was, and still is, quite interesting to put into practice in personal but also work-related situations.

The coaching sessions made me realize that the things which I address as 'my weaknesses' should not be perceived as big pitfalls and that I should focus more on my strengths. Acknowledging my strengths and why these should be perceived as opportunities in specific situations, is one of the main concepts I learned in this programme.

In conclusion, during the honours programme I gained various valuable insights, which I can use to empower my leadership abilities. Changes can be made by being aware of the strengths of the individuals the leader works with, and making sure that these strengths will be embedded in their work. When a leader can anticipate on this, a movement from 'the strength of an individual' to 'the value of an individual' will occur.







## Peer review Group 2

Wout Kattenpoel Oude Heerink, Esmee Peters, Gaurav Bhide and Vishwajit Kulkarni

We are of the belief that with the right mindset, everything is possible. During the start of the second module of the Honours Change Leaders, we decided to work together as a peer review group. We came across each other while working together in groups during the first module however the four of us never really got a chance of working together as a group. Even so, there was a feeling which can not be put into words, that things will play out well with us. Since everyone came from different academic as well as cultural backgrounds, we had different perspectives and experiences. However, the basic thing that kept us together, and cultivated trust among us was the utmost respect we had for each other's opinion. Although we sometimes had different opinions, we understood there is no right opinion nor a universal one.

The respect we had for each other was the key, as soon everyone was comfortable with each other and provided constructive criticism when required. We frankly discussed small things that either challenged or frustrated us. Our different personalities played a crucial role while discussing our personal development plans, as each one of us contributed to other's goals according to our strengths. As everyone was committed to bringing out the change, we took initiatives such as weekly reflections early on. Apart from studies, we talked about our country, sports, music, and other interesting stuff. Looking back towards the journey we had, we can say that we are leaving this course rich with experiences and more importantly with our new found relations. The quote by Henry Ford perfectly captures the essence of our experience as a team, as a family.

*"Coming together is a beginning, staying together is progress, and working together is success"*

*- Henry Ford*





## Wout Kattenpoel Oude Heerink

21, Red, Business Administration, The Netherlands

*"Become who you are and act accordingly"*

- Toon Gerbrands

This quote for me demonstrates a simple yet powerful principle. To be successful as a leader one should find a style that fits, first of all, with the morals and principles of oneself, as your own believe (others perceive it as passion) shines through to those you are aiming to inspire. Thereby feeling uncertain about your own behaviour creates the very pitfall you are so desperately trying to avoid.

I joined the Honours course full of ambition and with the idea that, next to meeting interesting people from whom I could learn and gain positive energy (which indeed was the case), it would provide me with that extra bit shine on my résumé. In this, lays the key characteristic that I worked on. It was abundantly clear from my Insight Discovery profile that my predominant colour was *red*, and my profile the *Motivating Director*. I realized that in order to come closer towards my own truth and acceptance, I would benefit from focusing less on the end result and more on the actual process (I) made.

Meeting a wonderful group of friends (and critics) and being coached on an individual level helped me in seeing how why and how to enjoy the journey more rather than solely the destination, and I am grateful for that. 'Becoming champions is great, however it is not just those last three points that make you champion'.

All in all, I can say that I have grown so much together with new friends from truly inspiring lectures, eye-opening discussions but mostly from each other.

## Esmee Peters

24, Blue, Business Administration, The Netherlands

*"To know thyself is the beginning of wisdom"*

- Socrates

Ironically, it would have been easier to give a definition of leadership before the start of the programme, compared to now, after. If I have learned anything from the insightful lectures and lecturers, it is that for me, no complete concept of a good leader exists. None the least, the programme offered me a platform of continuous learning in becoming a leader one day, starting with *"thyself"*. With the help of literature, personality reports but above all, motivated students and an inspirational coach, I have learned a lot about myself as a person. Which, putting it in the words of Socrates, *"is the beginning of wisdom"*. I have learned the importance of focusing on one's strengths (both your own and others), but also the importance of being curious and open minded. Additionally—and maybe most importantly—the importance of positivity and self-acceptance, the latter being previously underestimated by myself. I truly believe that this programme changed me and will continue to help me in the future. Finishing off with a classical cliché: this is the start rather than the end.







## Gaurav Shekhar Bhide

23, Green, Systems and Control, India

*"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails"*

- John Maxwell

As John F. Kennedy once said, "Leadership and learning are indispensable to each other." I am of the belief that academics only teaches you so much but it is your ability to lead and manage people that sets you apart from others. Being an International student, the initial days were really stressful balancing between personal and academic life. At that time, the Honours programme in Change Leaders seemed like a huge challenge considering the other academic and co- and extra-curricular tasks at hand. However, I was always motivated to pursue the Change Leaders Honours Programme which I felt would give me a strong background in management in addition to my technical studies.

The initial days of the programme were really hard with the huge workload combined with working together with new people from the group every week. The first module was really interesting and we learnt a lot related to Leadership, Lean Management, Emotional Intelligence, Culture and Strategic Decision Making. Although the workload was high, the environment in the class and the delight of learning something new and interesting every week kept the motivation high. Everyone knows about their own strengths and weaknesses but I never thought of it that much until I read my Personality Insights report. The second module, which focused on experiential skills training, helped me develop a solid personal development plan which I effectively worked on during the final module with my coach. The coaching experience was really nourishing, to be able to discuss your personal development goals freely with someone who can guide you was really a great feeling. As the programme now comes to an end, I take with me an experience of a lifetime, to be amongst the universities chosen 'Change Leaders', to share and discuss thoughts with other people from the group and to work together on being the CHANGE, I will say that it was indeed an amazing experience.



## Vishwajit Kulkarni

26, Green, Embedded Systems, India

*"I cannot say whether things will get better if we change;  
what I can say is that they must change if they are to get  
better"*

- Georg Lichtenberg

I joined this course with a blank slate and a curious mind. My master studies have taught me how to do research and design but we did not learn about change or management. Ironically, in my field, one has to always manage and change with the ever-changing technology.

I was a bit sceptical about the course at first. However, lectures in the cognitive part were intuitive, informative and diverse in topics. I was amazed by the astute questions from well-read and well-informed fellow students I learned a lot from them. One thing I wish I had done more is to meet peer review groups rather than working online. The Insight Discovery report provided in Q2 had a tremendous impact on how I see myself and others. It enabled me to accept people as they are and provided ways to deal with them according to their personality.

For me, the most impactful part was individual coaching. I was content with what I had, even though I could sense room for improvement. My coach - Ineke Wagenaar has asked me the right questions from time to time that made me think about me, my goals and how I perceive my improvements. I was able to set small milestones and experienced its effect on my project: managing me and my master thesis. The quote by Georg Lichtenberg is a reminder for me whenever I will feel happy being in comfort zone and in my opinion it also captures the essence of change management.

This honours course on change management has indeed managed to bring change in me. I joined this course without any expectations and I am leaving the course with expectations from myself. This in itself is a success story!







### Peer review Group 3

Anna Alicia Kier, Lara von Rosentiel, Lilian Boerkamp and Philipp Dengler

As a peer learning group, we are looking back on inspirational and interesting months of honours courses. This inspiration could not only be found in all lectures, trainings, and coaching sessions, but also within our own peer learning group. With regard to the composition of our group, this namely reflected different colours as described by the Insights Discovery personality types. Together with our different study backgrounds, every one of us thus held other strengths and had other learning goals, resulting in diverse Personal Development Plans.

It was because of this variety in characters that we were able to learn from each other's strengths and to help each other in formulating development goals, as well as brainstorming about the accompanying actions to reach our goals. We did so by means of numerous meetings in which we discussed our goals, as well as exchanged experiences related to those goals, both professionally and personally.

As a group, we worked together closely, both during training sessions and outside those, and interacted throughout the whole Change Leaders programme. Hence, we believe that the composition of our group and the pleasant group dynamics definitely contributed to the learning process during the scope of the Change Leaders course. All of us have very much enjoyed working together as a peer learning group during the programme. The cooperation in peer learning groups thus has definitely been a valuable and unique aspect of the programme to us!





## Anna Alicia Kier

Blue, (Global) European Studies, Germany

*"We need to do a better job at putting ourselves higher on our own 'to-do' list"*

- Michelle Obama

Previously, I already took part in the Bachelor equivalent Processes of Change and wanted to continue developing myself and learning more about facilitating change.

During my studies, I always keep myself occupied. That is in part because I like being active, but also because there is so much that fascinates me. Particularly in comparison with others, it further feels like one should always be involved or produce something meaningful. When I discovered the quote, it struck me as to how fitting it is. If we are constantly busy with work, etc., there is no time left for ourselves to simply read a book and relax. And to me, not doing anything is sometimes more complicated than working. Being a very mixed group of people who are equally occupied, it became clear that personal development does not only mean work but also taking time to reflect. The lectures displayed a vast variety of leaders, all with their personal approaches, so this plethora of people is what made it so valuable. We saw that there is not one approach and that it is up to us to develop our personal style.

What I will take from this course is confidence in my own strengths. To take the lead does not mean knowing everything, but being confident and not hesitant to acknowledge if something does not work according to plan. There is a clear difference between merely being the 'boss' or being a leader, and there is no such thing as the perfect leader. Every lecturer stated that there are challenges along the way and that how you handle them shows what kind of leader you are.



## Lara von Rosentiel

23, Blue, International Communications, Germany

*"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others"*

- Jack Welch

This quote describes the Change Leader Programme at its best: in every single workshop, I learned to grow individually and uncover my strengths, weaknesses and opportunities to improve my qualities.

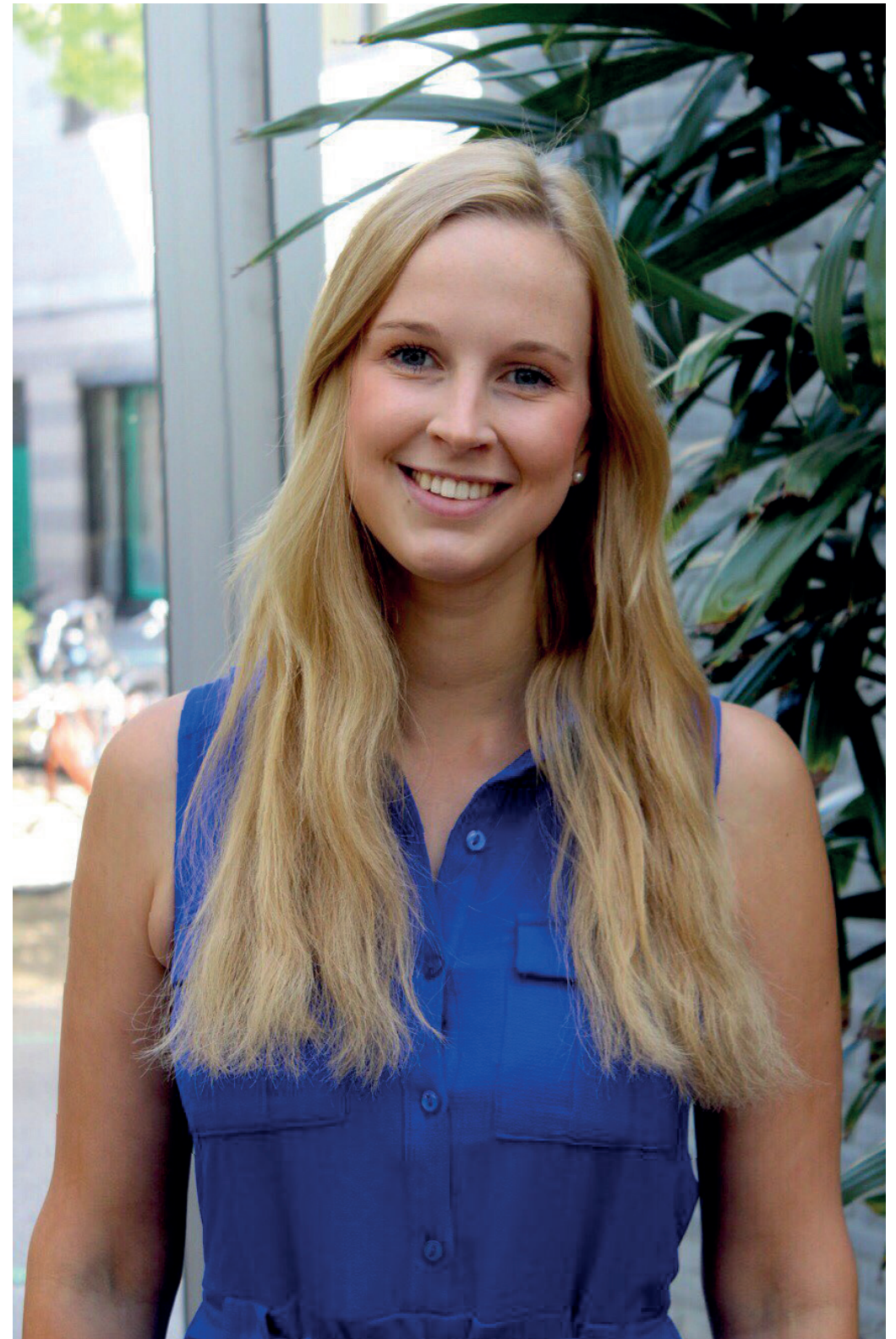
In my last year of my Master studies, I decided to join the journey of the Honours Change Leader Programme as I wanted to focus on developing my personal leadership skills next to studying communication and reputation management. I was keen to for an intellectual challenge which was driven by my academic curiosity.

During the programme, I especially rewarded the personal insights report. It described my personality incredibly well in words and helped me to understand *what* I can change and *how* I can change it. It has truly been a real process of being able reflecting on my own role as a leader and which qualities I need to work on in future. However, the continuous engagement with guest tutors and my like-minded peers gave me a good lift and guidance to become a better, successful leader. The overall programme gave me a push to focus on myself and my personal development; and especially due to the practical workshops, I have been able to practice new behavior within a group I felt very comfortable in.

Summarized, the Change Leaders Honours Programme offered me the opportunity to invest more in my own success, but also broadened my professional and academic horizon due the interdisciplinary topics of the Programme.

A big thanks to everyone who was part of the journey.

**Lara**







## Lilian Boerkamp

20, Blue, Communication Studies, The Netherlands

*"Excitement comes from the achievement. Fulfillment comes from the journey that got you there"*

- Simon Sinek

Now the Change Leaders programme has come to an end, I am looking back on an insightful and inspirational journey of diverse lectures, trainings and coaching sessions. As a student in Communication Studies, I have always had an interest in organisational behaviour and the accompanying communication processes. Hence, the Change Leaders programme seemed to match this interest well, which made me decide to apply for the programme at the beginning of this academic year.

In retrospect, I can definitely say that the programme has given me valuable insights on diverse topics relating to leadership and management. First of all, during the cognitive part of the course, interesting lectures have taught us more on lean management, leadership styles, organisational culture, team dynamics and organisational strategy. Lessons learnt in this quartile served as great input for the quartile consisting of trainings aiming at enhancing and developing our personal skills. Interesting to see was that these training sessions enabled us not only to learn about ourselves, but from one another as well. As presented in our Insights Discovery Reports, every student namely held different strengths and different development goals. The interdisciplinary character of the course, as reflected in the interaction with students from different backgrounds, has definitely been one of the unique aspects of the programme to me.

All in all, I believe that having participated in the Change Leaders programme has given me valuable insights on both a personal as well as a professional level: insights that I can put into practice in my future career. Hence, the Change Leaders course has been truly inspirational, and I am looking forward to the amazing journeys yet to come!



## Philipp Dengler

Red/Yellow, Communications Studies, Germany

*“Don’t change your life, live the change”*

*- Pablo Picasso*

I joined this programme, to gain additional knowledge in management, business and human relations. I learned a lot about those topics in the past three quarters. Especially lectures on self-presentation, negotiating and change management were most enlightening.

The change leaders programme had a profound effect on my perception of change in management and leadership. Instead of seeing change as a risk that creates uncertainty, and therefore should be minimized by planning, it should be incorporated in the leadership strategy and be perceived as source of creativity, business development and possibilities.

Change is always happening – the task at hand is to use it wisely.

My project was to organize the Symposium of the student association Communiqué. In a team of 5 people, our goal was to lead this year's Symposium to a new level of quality, professionalism and success. Creating and establishing a new exciting vision is a hard task, when dealing with frustration due to past failures. This project taught me a lot about managing a project and executing in a high-pressure environment.

Being a Change leader was a great overall experience, demanding at times, going along with great benefits. The speakers we met throughout the course were very inspiring, and knowledgeable. Everyone who is motivated and interested in personal development, should participate in the course if they have the chance. Especially the personal coaching sessions in the third quarter are going very deep and fuel introspection.

The insights gained on from a business perspective were the most useful for my career path. Creating and delivering useful content on a constant basis in addition to the existing university workload, is challenging, but absolutely worth it. Interpersonal skills and collaboration with experts from different fields are also valuable assets for the future.







## Peer review Group 4

Andrei Botnariuc, Nimish Shah, Rahul Mundekkottil and Victor Okoro

Most of the parts of Change Leaders and Management honours programme were accomplished in group. Working in groups is very helpful not only because it helps one to overcome the anxiety of meeting new people but it also changes one's way of looking towards problems and situations. Due to the diverse background of the participants in the programme and indeed in the group, experience was truly multicultural.

As a group, we were instrumental in motivating each other with such profound intensity, our group interactions left a lasting change in actions and beliefs towards becoming a better leader. Exchanging experiences from different walks of life was really enriching and eye-opening. Weekly meetings helped us to define our immediate and long-term goals, ways to achieve them and how to quantifiably assess our success. Weekly meetings were always fun after a long tiring day! Discussions were very friendly and topics were often diverse, but outcomes were always constructive. These sessions also helped us to decide upon our goals for upcoming quartile in which we had to realize them by means of practical exposure.

We are extremely thankful to each one of us for challenging us and helping us to step out of our comfort zones. As they say, a peer group who always compliments for whatever you do, is not a group that make you grow, rather choose a group that can question your actions and challenge you.





## Andrei Botnariuc

25, Blue, Industrial Design Engineering, Moldavia

### *"First impression matters"*

Leadership always sounded like a challenge for me, just because leading others seems like a lot of responsibility lies on your shoulders. But, at the same time, I was always inspired by people that lead, just because of the ability of those people to inspire others and be equipped with a strong and decisive character and a flexible mind that can find a solution to any given problem.

Therefore I thought that the Change Leaders Master Honours would be a good opportunity to develop the necessary skills to lead and be seen by others as an Inspiring leader. I had an amazing experience throughout the Change Leaders Master Honours track firstly because it was all based on scientific papers that explored various topics like strategic thinking, group leadership, ambidextrous organisations and much more, that eventually converge into a coherent course that explains how to lead and what it takes to be a leader. Secondly, besides the scientific base also personality tests were made to help you understand who are you and how you behave. With all this knowledge it was easier to understand who I want to become and what is my future scope. One of the greatest insights came to me when I was talking with my mentor, which was the idea that:

*People around you perceive you differently than you perceive yourself, and even if one has a certain personality trait like being an introvert but on the surface acting more extroverted, people will perceive him more as an extrovert. Therefore in order to change yourself, one has to overcome his fear and start acting into the person he wants to become.*

As a conclusion, I can say that the change leaders track helped me understand myself better and set up my mind and goals towards becoming the person I want to be.



## Nimish Shrenik Shah

23, Blue, Electrical Engineering, India

*"Change will not come if we wait for some other person, or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek"*

*- Barack Obama*

Leadership is a key element to remain relevant and connected in an era of heightened global competition. To maintain a competitive edge one should be capable of leading multidisciplinary teams, combine technical ingenuity with business acumen, and have a passion for lifelong learning. With this objective, I joined this honours programme to compliment my technical skills.

Lectures during the first quartile of the course were informative and the exchange of ideas by means of Review-Preview mechanism helped me to understand the perspectives of fellow students. The idea of rotating the group members aided in setting a friendly environment during the course and helped to appreciate the developments in the area of the leading and managing the change from many different dimensions. Experiential skills training helped me to better understand my behavioural traits through various mediums such as peer-review groups and Insights Discovery report. I liked the concept of peer-review groups as it helped me to understand other personality traits better and in doing so I was also understanding myself better. Discussions in peer-review groups helped me to fine-tune my personal development plan which formed the foundation of my goals for the next quartile.

Weekly meetings with my coach Mr. Arnold Enklaar were very fruitful as he quickly made me realize that my goals are interdependent and gave me clear direction from time to time. His way of asking peculiar questions helped me to critically evaluate my success. I personally felt that with the help of my coach I managed to achieve a majority of the set goals in a designated amount of time.

Looking back, I can surely say that this programme has ignited the spark of change in me which is the clear indication of the success of the programme in my view.







## Rahul Mundekkottil

27, Red, Sustainable Energy Engineering, India

*"Do Not Lie to Yourself, We have to be honest about what we want and take risks rather than lie to ourselves and make excuses to stay in our comfort zone"*

- Roy T. Bennett

The world is currently in the phase of a transformation in terms of transportation, Energy, health care, education, communication and so on. But, I think most people are not yet ready to go along with transformation in the way they have been living and interacting with one another. The current period is indeed an age of radical change in our lives. We as global citizens need to understand this and be responsible enough to contribute positively towards this change. In other words, at whatever stage we are in our lives, we can and have to step up to the role of being a leader. But being a leader with a daring vision to change the world is not easy (at least not yet). We need to have a certain skill set, more importantly a powerful mental attitude that we can develop while acquiring such leadership skills.

One thing I must point out regarding me is my vision to change the world into a better place for future generations, a cleaner and more sustainable world. As I was inspired by this vision, I have studied so many great leaders like Elon Musk, Steve Jobs, Nelson Mandela, Martin Luther King etc and I think one thing they all have in common is that power mindset and perseverance to strive ahead even while receiving strong setbacks. My end goal with the Change Leader program is to acquire such a powerful mindset and the necessary skills to lead an organization that can make the world a better place to live.

Meetings with my mentor Dr. Charlotte Roring made me realize that I have greater strengths within me and I am much closer to my goal of becoming a strong leader. In a way she made me realize my own capabilities in depth and that I am ready to step up to the leadership position and learn through it.

Now, for all those who are reading this, for all those who are ready to take this journey, push through it and strive for greatness, I must say greatness is coming.



## Victor Chukwudike Okoro

22, Red, Psychology, Nigeria

*"I'm okay, you're okay. This is a position which when achieved, things go much smoother and better."*

Newly moving into a country (continent even) that I had never been to, and experiencing a culture that is in so many ways different from mine, I had been struggling to find my place and build meaningful relationships with people who for the most part, in my honest observation so far, are not socially outgoing with non-eu foreigners. I have experienced emotional states that were otherwise alien to me. I have frequently doubted my capabilities and felt uneven with myself. However, with the passage of time, incurrence of experience, and over the course of this programme, I have found my way back to myself and rediscovered whom I am - so to speak, which is the same person I am comfortable being - The motivating director who is accommodating and focused (Insights, 2019).

I joined the Change Leaders honours programme because I wanted something more than just my Masters in Psychology programme. I can honestly say that I have gotten a whole lot more than I expected, in the positive sense, and for this I am grateful to those who contributed directly and indirectly to this programme – including my fellow honours students. This honours has assisted me in refocusing my perspective and future plans, and has rejuvenated my ever forward march on the path of self-improvement, towards what I hope to be my legacy.







## Peer review Group 5

Margot Zijlstra, Marjolein Franken, Niels Willemen and Anouk Westerdijk

During the first module of the Honours Change Leaders Programme, all students had to write a literature review with a group with leadership as the main theme. We decided to work together, and from that moment on, we stayed together. During that first module, we had weekly dinners in the Waaier (one of the canteens of the campus) before the Honours meeting on Tuesday to discuss our review. During these meetings, we soon started talking about other topics as well, including personal matters and the challenges we faced during our studies and extracurricular activities. When the second module arrived, and with that the formation of a peer review group, it only made sense to continue the way we did. Due to the fact that we already created a comfortable environment during the first module, it felt comfortable to share and discuss our personal life within our group. We truly believe that this environment helped in giving and receiving honest and constructive feedback on which we could build our own personal development plan. Since we started working together from the beginning, it was not only easy to give each other feedback on the theoretical previews and reviews we wrote, we were also able to discuss developing goals of one another. This made us able to ask questions that allowed us to go deeper into personal development and it inspired us to make other development goals that we initially not thought of. After discussing the development goals, we discussed our plans to achieve these goals. Since we have a divergent group regarding our studies, preferences, communication style etc. we had different perspectives which were very inspirational. In addition, this was very helpful in the fourth quartile, during which we needed to do the individual project, there was still room to discuss among each other and ask for help at moments when needed, get feedback or even when we felt the need to get inspired from a different angle.





## Margot Zijlstra

24, Yellow, Public Administration, The Netherlands

*"In every situation there is something to learn and the possibility to be inspired"*

The reason for me to join the honours programme Change Leaders is as of my curiosity and appeal to learn more about the aspect of new leadership. I have always been interested in leadership and the effects that leaders can have on a group or individual. Since I asked for a meeting to obtain more information about the programme, my expectation of the programme was quite similar as the reality. The expectation that I had about the guest lectures were fulfilled, however, I expected the programme to be more practical also in the beginning than it was. The project part, however, made it more practical, which fulfilled my expectation. My quote relates to my overall experience since I have experienced that no matter my preference for certain topics and the differences in study programmes, there always was a possibility to learn more from the different perspectives. The most interesting to learn in the cognitive part was the link between theory and practice. One of the most influencing lectures was the lecture on how to lead as efficiently as possible in organizations. I learnt about myself were my personal strengths and weaknesses, and my preferences in communication style and leadership style. This affected my personal development in a way that I became more aware about when and why I acted the way I did. The awareness of my own preferences allowed me to learn more about other styles, and situations where these other styles might be more effective. The biggest challenge in my project was to enable others to get inspiration from their own point of view, without trying to counsel or steer one's thought towards my own point of view. I solved this by being open minded and interested in other opinions, in order to learn from them. During the coach sessions, I became more aware of my development goals and figured out situations where I had the possibility to work on these goals. During project management functions in my future career, the learning of CL can be of great help.



## Marjolein Franken

Yellow, Psychology & International Relations, The Netherlands

*"It is hard to fail, but it is worse never to have tried to succeed"*

- Theodore Roosevelt

I joined the change leaders and management honours programme because I was interested in leadership and change management in the public sector. With my study background in Psychology and International Relations, I'm particularly interested in conflict resolution. In conflict resolution, one always represents a group and wants to change the current situation. Even though this is a different form of leadership and change management than in an (private) organization setting, the programme gave me very inspiring insights and valuable lessons for the future. The most valuable part of the programme for me was the Insights Report, which inspired me in two ways. First, it was described that one of my strengths is to create and maintain good feeling and harmony among people, which I never saw as relevant working skill at first. But this further enhanced my ambition to work in the field of conflict resolution. The second inspiring point in my Insights Report was that it was described that I always want to try something at least once. Although this was always true for me in the past, in recent years I had built up the idea that I could not speak in front of a group, and that I could no longer learn that. However, the programme taught me that when you want to change something, after carefully thinking about it and making a strategy, it is, at some point, time to start doing it. Because you can only be and propagate something if you apply it daily. Specifically, with this second point, my coach was of unapparelled significance, she helped me further develop my strategy to achieve my goals but also paid attention to the underlying problems. Altogether, was this programme a valuable experience for me, which will leave an indelible memory.







## Niels Willemen

23, Blue, Biomedical Engineering, The Netherlands

*"My best successes came on the heels of failures"*

*- Barbara Corcoran*

The quote above does not describe my life experience until now. On the contrary actually. During the last module of the Honours Programme, we focused on our own personal development. During the meetings with my personal coach, I came to the realization that I have been avoiding mistakes in particular situations. This behaviour boiled down to my tendency to be a perfectionist, setting the bar high and striving for the best. Making mistakes did not fit in that picture so I did not want to make them. This resulted in a lot of stress at times. At first, this made me want to radically change this behaviour. However, my coach asked me how this behaviour has positively influenced my life so far. I realized it helped me in becoming who I am and achieving what I have achieved. She showed me that this behaviour is not just a weakness, but also a strength. The problem was not the behaviour itself, it was the disbalance. Being too much perfectionist will lead to stressful situations where mistakes are not allowed. A balanced behaviour on the other hand, will lead to less stress, the possibility to make mistakes, and eventually learn from those. I therefore picked this particular quote not because it fits me, but because it inspires me and reminds me of both my greatest strength, as well as my biggest flaw.



## Anouk Westerdijk

22, Green/Yellow, Industrial Design Engineering, The Netherlands

*“a good leader developes herself first and can then help the personal development of others”*

With everything we do, we learn. The honours programme is no exception to that. When looking back, there are a few small things that I learned during the programme. Writing a literature review and how to correctly use references when writing for social sciences for example. But those are just minor things, skills that are handy on the side, but are not the major learning curves we can go through. What this programme has thought me is way more about myself and what my way of being a leader could be. Because not everyone is the same when it comes to leadership styles and we can adapt our preferred style to the one we might need in a situation. What I learned from this, is to be the leader that I want to be. That I should try to find an organisation or company that has a organisational culture that I can be that kind of leader at.

When I decided to participate in the honours programme, I did not necessarily see myself as a future leader because I had a way different definition of a leader in my head. However, by challenging myself, creating my personal development plan and by having very helpful coaching sessions, I now can imagine being a future leader. Now that I know better what I want, what I am able to and what I like, I see a bright future. For this, I would like to thank Nancy Grootveld for being my coach during the last quarter of this programme.

Altogether, I am where I am now by doing more than just study. This honours programme is a part of being more than just a student and I would advise everyone to be active. You will learn so much more about yourself and you will meet many great people. Whether it is a programme like this one, a board year, committee or signing up as an activist for events; be active!







## Peer review Group 6

Aditya Pappu and Meike Belter

*"A group is a bunch of people in an elevator. A team is a bunch of people in an elevator, but the elevator is broken"*

- Bonnie Edelstein

We both look back at a time that has taught us a lot about ourselves but also taught us how to share thoughts, ideas and also concerns with another person. Since we were only the two of us, we got the chance to get to know each other very well. With time trust built up between us which made sharing personal learning goals with each other a safe, enjoyable but also beneficial task; which allowed us both, to grow and self-reflect even deeper. The fact that we also worked together on a student board meant that we were able to see how the increased safe space that we built with each other helped in enhancing our work relationship. Oftentimes we shared opinions on matters which were amazing but when we did not, those were the discussions that would last for hours leaving us enriched by the other person's perspective and through that, we both gained a broader mindset. We were able to connect and learn from each other's strengths while at the same time empathizing with the challenges we each faced in our respective and shared lives. We discussed and worked upon how each of us goes over counteracting their respective challenges. The peer review group gave each of us a chance to dive inside the inner world of the other person and come out stronger and more knowledgeable. This gave both of us a renewed sense of admiration for each other. We can confidently conclude that learning with each other and also from each other is an essential part of any kind of change that we want to implement in the world. We each brought a different and part-overlapping and part-unique set of tools to repair our often mutual problems. In the words of Bonnie Edelstein, we started out as a Peer Review Group and ended as a Peer Review Team.





## Aditya Pappu

25, Green, Sustainable Energy Technology, India

*"In the beginner's mind there are many possibilities, but in the expert's there are few"*

- Shunryu Suzuki

Spoiler Alert!! → This Honours programme is amazing. :)

I came across the Change Leaders Programme while applying for my Master's at the University. I was enamoured by the fact that it allowed me to incorporate elements of Change Management into my otherwise completely technical programme thus creating a more diverse programme (You know...that thing called variety). My prior knowledge of the programme was quite limited and I was clueless about what the programme would have in store for me (in hindsight I find that I'm clueless about a lot of things in life...but that's a story for another time).

Every Tuesday evening I'd come to the sessions ready to soak myself into a late evening full of lectures relating to Change Management and Leadership hoping to learn something new (and free coffee).

I was never disappointed...on both the lectures front and the free coffee front (*Thank you Desirée!*).

Primarily, the programme taught me that Management is a People Art. Every organization is a collection of individuals and management must be treated as an Art form that deals with working with these individuals to achieve a common goal. Now here's the important learning point. I always thought of management as a subject. I learnt that I should treat it more as an Art form. (That's so cool. I know right!). But seriously it's true. See management, especially dealing with today's young workforce (damn I feel so old writing that line) has tons of nuances, management styles and multiple angles to it. It requires flexibility, understanding and immense mental resilience. It requires one to visualize, conceptualize, plan, execute and review. You know... all those artsy things.

I learnt that management is a skill. Something developed by habit. You do it a hundred times. Then a thousand times. Then a zillion times more. And then you're a little close to perfection. But you have to keep at it. Because through all this, you're learning. I learnt that as you keep learning more and becoming better, you have to remind yourself, quite often, that you are, always, just a Beginner. There simply is nothing more powerful when it comes to learning than a Beginner's mind. So be the Beginner. Always. Cheers!



## Meike Belter

22, Red/Yellow, Communication Science, Germany

*"The teaching is simple. Do what is right. Be pure"*

- Buddha

When I decided to join the programme I hoped to find myself improving in terms of change management skills. I was curious, i wanted to know more about change management and change leadership. I wanted to know how change can be implemented sustainably and how i could use that knowledge to initiate change myself. Eventually, I found more than just theoretical knowledge about change management, i found true self-reflection and countless new insights regarding my abilities, skills and even believes. I feel that the programme truly added value to my personal growth which is for me the takeaway I am most thankful for. During the programme I realized that change starts with myself. Being the true me and standing in for what I believe is one major challenge but during the programme I challenged myself to be honest with myself. All the great lectures we have received made me realize that change oftentimes starts with your own behaviour and reactions to a situation. My favourite quote summarizes quite well what the programme taught me on a very personal level; "The teaching is simple. Do what is right. Be pure".

I learned that change is a process and that every day is a step further in the process. I also learned that dedication and staying true to oneself will lead to a sustainable growth that can also inspire others, which is how change can be created, on a management but also interpersonal level. The lecture that will always stay with me was held by Ted Baartsman about "knowing yourself, the first impression". When I received feedback about the first impression I left, I felt supported in believing more in myself, that was great. My first impression was; Open, talkative, social animal, organizer, decent and well educated.





## Epilogue

*"It's not the ending that will haunt you  
But the space where it should lie,  
The things that simply faded  
Without one final wave goodbye"*

*- Erin Hanson*

With the end of this booklet, and the handing out of this booklet after our ceremony, we have also come to an end of this amazing course. We would like to take this opportunity to express our gratitude towards everyone involved in this process. We sincerely thank **Celeste Wilderom** and **Desirée van Dun** for planning and executing such a wonderful and well-thought course. Managing the students, planning lectures, workshops and coordinating with everything is not an easy task. They have shown us an excellent example of leadership and management. We would also like to thank the lecturers for providing us with great insights into the topic, understanding and explaining our doubts and taking time to go through our reviews and previews despite of their busy schedule. Last but not the least we would like to thank our individual coaches. They have played a crucial role in defining and understanding our goals while providing us means to achieve them. Their contribution will be with us throughout our journey as it has become a part of us.

We hope this booklet does justice to the effort of everyone involved and reflects our experiences.

**Warm Regards,**  
Change Leaders cohort of 2018-2019





Kevin Dekker



Lauren Kerkhof



Andrea Vargas Farias



Andrei Botnariuc



Rahul Mundekkottil



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Lara von Rosentiel



Lilian Boerkamp



Philipp Dengler



Meike Belter



## Sponsors

We would like to thank Ipskamp Printing for thinking along with us for printing this booklet within a tight time schedule.

We also would like to thank Novel-T for helping out with covering the rest of the costs that came along with printing these booklets.

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