

Colophon

Organizer

Prof. Dr. C.P.M. Wilderom

Change Leaders of 2017/2018

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Even though most social scientists use exact methods in their studies, whatever knowledge they have gained through their research, it feels quite limited. The same holds true for students trying to conclude a social-scientific course: The knowledge gained through that course "feels quite limited." That feeling is a sign you have actually learned something! Much of what you learned in this Honours program is tacit; it consist to some extent -yet not exclusively- of insights and intuition. Such feelings and ideas will come (back) to you at moments you may not expect them, as most of it will feel ingrained into your (daily or career) system; it is called "added maturity" and it includes also an added skill: to "reflect well" on own (learning and/or life) experiences. Thus, I do not expect that all of the "most important or interesting things you learned during the course" is reflected in this book. What this book is all about are signatures of remarkable, smart students who were already smart when they entered the program and have futures ahead of them that lead them to contribute to societal greatness: each in their own unique ways. I am sure each signature in this book will be quite different and foretells very different kinds of greatness, even though the Honours students themselves tend to be humble and wise enough to not sell their ambition and great smarts as "prospective greatness."

How will the students use what they learned in this course in their current or future career? 1) to their own benefit: 2) to the benefit of their immediate family members; 3) to the benefit of their immediate friends; 4) to the benefit of their immediate co-workers; and 5) to the benefit of the goals of the organizations that employs them. This may sound trite, but this is just to underline my wish that those who will be reading this booklet, especially the (fellow) Honours students themselves, will aim to benefit all those stakeholders at any given moment throughout their lives. This balancing act of life is like this social-scientific course that you took: it "feels quite limited" and, I may add, "great" at the same time: with high points we wish to remember and draw strength from in order to buffer us from the lower points in life that smart and ambitious people can counter the best.

Be good, and as much as possible at your best,

Celeste

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Intergroup Behaviour in Multi-team Systems

Julia Wiinmaalen PhD

The lecture

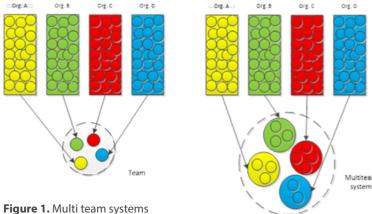
The class started with a discussion about a case the students have read about: the case described a multi-team system (MTS) that encountered a variety of problems. What did the students notice about the dynamics in the MTS? What could possible explain these issues? The case discussion was followed by a theoretical introduction of the role of intergroup behaviour in MTSs. After the theoretical part of the lecture the students emerged in a small experiment. In the experiment the class was split up in teams that were part of the same MTS. Main take-away: MTSs are 'teams' that consist of multiple teams that need each other to achieve a common goal. However, the very fact that MTSs consist of multiple teams triggers intergroup behaviour. Intergroup behaviour is characterized by less communication, less trust, less cooperation, and more animosity between groups. Effects that negatively influence synergy between the teams, and subsequently decrease MTS effectiveness. Similar dynamics occur in change processes – think of merging teams or organizations.

The class

A group of enthusiastic and driven students. The fact that everyone comes from a different background makes the dynamics in the class and also the diversity in the questions interesting for both the students as well as for me as a lecturer.

The outcome

Well, the emotions that came about when we did the experiment again proofed to me of how easily humans 'fall prey' to the negative effects of intergroup behaviour. Within an instant after be assigned to their group, people were making jokes about the other groups and felt they were better than those 'others'. Moreover, in the discussion about what happened in the experiment, one or two students were still 'offended', and did not agree with the way things turned out for their group ('it was not fair') - and somehow they were unable to realize or reflect that the emotions they were experiencing and voicing were the exact same phenomena that were described in the theoretical part of the class. Some illustrative material:



How to Make Solid Strategic Decisions?

Roeland van Straten

The lecture

This class presents the student with some theoretical foundations for strategic decision making. It explains how strategy is ultimately always company-specific and that this makes statistical knowledge of limited use. The student - being an aspiring strategist - is therefore reminded that strategy starts in the mind, by imagining the company as a whole. This also means better strategies require better mental models of companies and as people do not just think with words but in words, one should learn how to make better statements about companies and their environments. In this way, students are reminded of the importance of learning how to go through the data-information-knowledge-wisdom hierarchy themselves, and of the importance of using clarity, logic and justification (epistemology) in analysis and judgment making. In the class, time is spent on how to approach such data and information gathering for any company in practice, and how to make sense of it in a purposeful way; so it will contribute to better strategic decision making. To facilitate a more structured way of thinking, it is explained that the infamous 'So what?' question actually consists of three subsequent inquiries into meaning that reflect the phases in the strategic thinking process. They are: declarative meaning (= what is said in a literal sense; its denotation), functional meaning (= how could, should or would it relate to long term value creation), and consequential meaning (= will it be of defining importance for strategic decision making). The theoretical concepts presented in this class are all part of the wisdom paradigm and the 'Model for Firm-Strategic Wisdom' as developed by Dr. Roeland P. van Straten in the period.

The class

I always enjoy interacting with students on subjects of strategy, and this class was no exception. At the same time, the 'true' (epistemological justified-true-belief) knowledge-based approach I take requires familiarity with concepts that are not normally taught in business classes, and hardly ever to strategy consultants. As a result, one class on the subject can only scratch the surface of using a wisdom-paradigm to improve strategic decision making, leaving very little room for application and discussing real life cases. Despite this rather theoretical angle, the class was very respectful, interested and in my perception keen to learn more.

The outcome

Given the above, I am already delighted when students find my approach 'interesting' and I hope they pick up some basic ideas regarding how to separate knowledge from opinion, and about how strategy comes down to one's mental model of a company and its environment. I also saw the class as an opportunity to get initial reactions on some of my academic work from novices, based on my assessment of how to present it. Such exercises are of great value for any teacher because it is always hard to image what it is like not to have thought about something when you have. Therefore, a big thank you to the class for all reactions.

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Walk the talk

Dr. Olof Bik RA

The lecture

My master class is about behavioural & cultural governance in organizations: I set out to demystify the three most important myths of behavioural and cultural governance by asking the (sometimes obvious) questions that you might expect a well-informed (future) leader (as I see these top-class students) to readily be able to answer: What is culture – and what is it not? What does it do – and not do – and why? Can it be managed at all? Rather than blindly following the obviously well intended, but fairly ineffective, instrumental approach of contemporary governance and change frameworks in managing a "so-and-so culture", I challenge the student and provides concrete models and examples for a more realistic and sustainable organization ecological approach to governance of culture and behaviour.

The class

Flip over, marker, stories, examples, conceptual models, and of course an outline in my head of where I want to be heading – but no slides – which allows me to manoeuvre and let my master class be inspired by what my students want to know. So, I simply open the master class telling one short introductory story and the key topics of the evening – and then turning roles around: asking them which question they would have liked to have discussed at the end of the evening. Not only to which they would like my answer – sure, they'll get my view on the matter – but to which they would like to have their peers' views as well. In other words, it's their master class – I'm only the means to that end – my student tell me what they want to learn (and I try to do my best to meet that expectation). What I especially like about these groups of students are their eagerness to learn, apprehension, diversity in background of studies, and comfort in engaging in dialogue. I also like their efforts in writing-up their take on the master class – which short papers the students provide afterwards.

The outcome

Especially given the setup of this master class – stimulating interactive dialogue – every time I also learn from the student. It is especially rewarding when students provide new perspectives to the matter – perspectives that I not necessarily see naturally. That to me is the value added of this new generation of future leaders.

Lean Leaders as Change Leaders

Dr. Desirée van Dun

The lecture

Becoming a Change Leader also requires you to understand important organizational developments, such as Lean Management, and the related human dynamics. During my interactive lecture, we discussed the key concept of Lean Management including what it takes for an organization and the teams therein to create a Lean Team Culture. This discussion was based on the outcomes of my PhD research, as previewed by the Change Leaders, and my elaborate consultancy experience. As part of this discussion we further explored the definition of culture based on the iceberg model.

The Change Leaders students then applied the newly acquired knowledge to try to develop an intervention plan for a real-life consultancy case. The key question was: How to improve the effectiveness of a management team that is steering the Lean program within their large department? After a brainstorm, the class came up with various plans, that appealed to the affective, behavioural but also the cognitive cultural elements of the management team. For instance, building trust relations among the management team, strengthening leadership behaviours and developing a clear strategy that everyone can commit to. During the wrap-up, I revealed the actual approach and how it related back to the theoretical framework.

The class

It was nice to see how the class picked up on the new insights. In a relatively short time span, the groups of 'consultants' showed a good understanding of the key points in the case. Some of the groups even showed a true Change Leaders attitude by challenging the managers' initial request to facilitate a two-day retreat for his management team and proposing an alternative approach. The diverse background of this year's Change Leaders class, both from an educational perspective as well as from a cultural perspective, enabled a high-quality and engaged discussion.

The outcome

The previews, in-class discussions and reviews pinpointed the interests of a new generation of young professionals. Because my research aims to specify elements of team cultures (values and behaviours), it was relevant to me to learn that you were interested to hear more about how the multiple layers of cultures could be differentiated and how they might differ across sectors, for instance healthcare. Thank you very much and good luck with your next steps towards becoming full-blown Change Leaders!



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Individual & Team effectiveness in a multicultural setting: Insights, Ecotonos and Personal Development Plan (PDP)

Frans Stel

The lecture

Insights is all about collaborating effectively within teams: recognize your own behavioural style, adapt to your team members and connect with them. For effective communication, understanding of your personal values, either shared or different, is essential. Culture is a collective programming of the mind which distinguishes the members of one group or category from another. In order to be able to communicate effectively, specific knowledge, skills, abilities, competencies, and personality characteristics are required. The aim of the workshop is to increase the repertoire Attitudinal, Behavioural, and Cognitive (ABC) competences in order to recognize-adapt-connect effectively with your team members of different cultures. All facets influencing one another (see arrows in Figure bottom right).

The class

For me, the interaction with and feedback of the honour students from University of Twente is highly interesting; the in-depth questions and "why" questions increase the awareness of my assumptions concerning the "personality & performance" research. Thank you for your commitment and attendance on a free Saturday in February.

The outcome

Your eagerness in class is inspiring and your questions intriguing. We adapt and fine-tune our skills research and (cross-cultural) serious games, based on the ambitions, difficulties, strengths & weaknesses as stated in your PDPs. Thanks and lots of success in your careers and personal lives!

Cross-cultural differences

Arnold Enklaar, PhD

The lecture

The aim of my lecture was to give the participants of the Honours Course some clues for understanding and handling cultural differences. Leading a team in the Netherlands or in another country somewhere else in the world can make a big difference. First I dealt with the nature of culture, the way of behaving and thinking that is typical for a specific community. You learn it during your upbringing and once socialized as a child in one culture, it is difficult as an adult to adapt to another new culture. Secondly I pointed out the main divide among cultures: we-cultures and I-cultures. I tried to explain what pitfalls you might meet working as a we-culture person in an I-cultural environment, vice versa.

The class

The participants were a bunch of very diverse and intelligent youngsters.

The outcome

I enjoyed the lively discussion, and noticed that for some people these ideas I had expounded were corresponding with and elucidating their personal experiences. Some others reacted more sceptically, but I hope that, when they will find themselves someday in a culturally completely different environment, they will remember my lecture and use it as a basis to find out the most adequate way to collaborate with their colleagues.

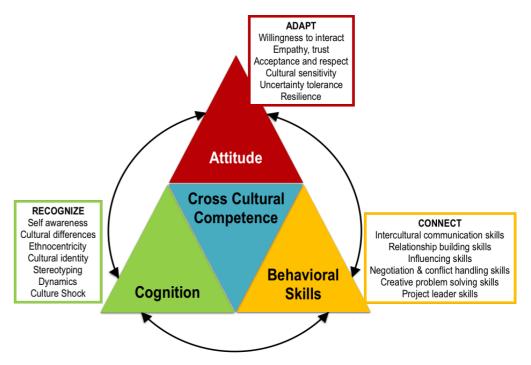


Figure 2. ABC factors of developing cross cultural competences.

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Personal development

Drs. Martian Slagter

Dear Change Leaders,

My major contribution to your program has been the training of the coaches. I hope you've enjoyed this aspect of your Q4. Reflecting on your own suggestions for development is a key issue in self leadership. You thought about what kind of leader you want to be and what do you need to get there.

"It's our choices, Harry, that show us who we truly are, far more than our abilities." -Dumbledore

I really like this quote because I believe that one can only be successful as a leader when you are willing and able to look in the mirror and reflect on what you do and with which intentions you act. The way you do this will show who you are and will make you you. In this way you will inspire and motivate other people.

I saw in this group a couple of nice students with wit and ambition, but above all: willing to look in the mirror. That is what you had in common. In our sessions I challenged you to work on this. You challenged each other and reflect on your personal way of communicating and dealing with change.

That's not easy and you did a great job!

As a consultant and coach I meet a lot of leaders of today. Increasingly they realize that leadership is not about a nice and fancy model, but for a substantial part about who you are, not what you know. You are the leaders of tomorrow and you now are 1-0 ahead. You started the work already.

I enjoyed working with you. I thank you for your openness and your efforts to make it work for yourselves.

I wish you all that you can continue to make your own choices in a ++ way and keep showing who you truly are!

Best wishes, Martian

Negotiation & Conflict

Prof. Helena Desivilya Syna

The lecture

The presentation focused on the challenges of intra and inter-team collaboration in diverse societies. I provided an extended conceptualization of the term negotiation, including its hidden dimensions and highlighting the following:

A process of coordinating by means of informal communication individual or group understandings re: mutually accepted terms of intra-team or inter-team relations.

The latter definition is most relevant to intra and inter-team collaboration. Then we discussed how the negotiation elements are actually implemented while building relations in intra and inter-team partnerships; namely, incorporating and synergizing 4 elements: negotiation, coordination, power balancing and reflection and learning.

As diverse societies present additional challenges to intra and inter-team collaboration, I presented the major approaches to diversity (essentialist/etic and emic/constructionist) and how they may be integrated in team context negotiations.

The lecture culminated with experiential learning aimed at implementing the concepts introduced in the preceding discussion: a simulation of consulting teams who are charged with a mission to design an intervention aimed to promote team collaboration.

The class

The participants appeared to be engaged in the subject matter and actively participated in the discussion and the simulation.

The outcome

The students' input both in the course of the lecture, during and following the simulation nourished my thinking about teaching intra and inter-team negotiation and collaboration in diverse societies. My main observation and conclusion revolved around the need to link theory with practice so that students gain usable knowledge they can apply in their professional/work contexts.

Wish you a happy celebration and all the best in your future endeavours.





Carsten van Roon

Psychology in Conflict, Risk & Safety Dutch

"Change creates the leader."

What did you think about the course and what did you learn?

I think this course has given me a lot of important insights. I really liked the structure of this course. First getting a lot lectures detailing the theoretical aspect of change leadership given by inspiring professors from all around the globe. This has laid down the theoretical fundamentals of change leadership. Subsequently, we did a personality test in order to determine how we functioned in teams. This was quite fun because then you got to actually know everyone better within the change leaders group. We got to learn more about this in the training sessions with different trainers and with each other. It is really inspiring how we got to know each other and brought ourselves to the next level. In the last part I got a coach which helped me to attain my personal goals and thus truly I could make the change happen as I envisioned!

The most important thing I have learned during this course is that I got some really good insights into myself and how I can apply this in (change) leadership. Also, speaking and interacting with other people from different cultures/studies/backgrounds is very educational. This also account for the different lectures/trainers that we have encountered during the course. As I have experienced, we as change leaders, are quite ambitious and have a lot of extracurricular activities next aside to our studies. It is really fun and very inspiring to see how we all motivate each other and bring ourselves to the next level. Especially, the sometimes fierce and deliberate discussions we had together with the lectures and trainers during the sessions. Makes me spark right again when writing!

How can you use this in your current or future career?

I think I will apply what I have learned in a more natural manner. Not in a specific way. The theories, the personal insight test, the training sessions, the coaching sessions result into a more professional version of myself. A more and better adapted person that can cope with future society. A society that is changing so fast. Change that needs to be guided by people truly understanding the change. I hope I can be that person one day in the corporate business world but also in some way for society in general. One day, I hope to be that (change) leader that inspires and motivates others to come along with me in the mutual journey resulting in success and enjoyment of life!



Joost Busch

MSc Business Administration (Financial Management)
Dutch

"Only dead fish go with the flow."

What did you think about the course and what did you learn?

Ithink the honours course offered a very broad range of topics on and around Change leadership, that really contributed to my knowledge on change leadership. The combined practical and theoretical approach of the course created a solid bridge between theory and practice, showing that the concepts discussed are not always as easy to implement. The fact that we got to work on strengths and weaknesses based on a personal assessment (Insight Discovery), was also not only fun, but very helpful! I'd therefore recommend the course to people that seek to engage in a career in management, as I felt the course contributed to my understanding of (change) leadership and management greatly. Lastly, I enjoyed meeting the other people that were in the course and having interesting discussions with them.

As mentioned earlier I enjoyed the width of the program, covering very different topics each lecture, which were also somehow interrelated. I think my favourite lecture was the one from Olof Bik, who really inspired me with his story on how culture and shaping culture can greatly influence the strategy and actions of a firm. And that change should be about creating the right circumstances for people to chance rather than trying to simply chance people by telling them to "do better" or "work harder".

How can you use this in your current or future career?

As I am very interested in pursuing a career in management/change leadership myself I think I will greatly benefit from the lectures and the personal assessment methodology of Insights Discovery. I think on a personal level I am more aware of my strengths and weaknesses and how to work on them. On a professional level, I think I will be able to apply some parts of the theory already directly in my current work and definitely this will help me in future jobs as well.

Luis Ortega

MSc Design, Production, and Management (Mechanical Engineering) Mexican

"Difficulties mastered are opportunities won." - Winston Churchill

What did you think about the course and what did you learn?

My name is Luis Ortega, I come from Mexico and I'm finishing the first year of the master's Degree in mechanical engineering with a specialization in Design, Production, and Management. When I applied for the course I didn't know what to expect, I just wanted to know more about change leadership but as the lectures passed I started gaining different insights on the topic that lead me to get a broader understanding on what a leader is: the different behaviours of leaders, strategic decision making, effective ways to approach different people and how to motivate them to work with each other, how the finances and the specific time of a company requires a different kind of leader, among others. As I said before, the broad perspective and the different insights approached is what I liked the most.

It is not possible for me to say what was the most important or interesting thing I learned because as I said before, there were different approaches and each one of them contribute to see the bigger picture on how an effective leader may be, and in combination with the personal development analysis, I was able to have a better perspective on the things I was missing to become that change leader I am working on to be. So, nothing is less or more important but is a sum of the different insights.

How can you use this in your current or future career?

After these 7 months in the Change Leadership and Management Honours Program I learned effective ways of communication within a team as well as how to be able to set and drive my group of colleagues effectively to the objectives desired by realizing that everybody is different and each step within a project requires a different approach, so this is the first step for me, realizing the phase I am working in, but I will use this knowledge to star making decisions not only related to work for also for my personal life. The topics seen during the masters were so broad that it is possible to use them in most situations but what I keep the most is that a leader is not just the person in front of a group but the person that being or not the head of a team is the responsible or entitled to drive, with cooperation, a group of people to a greater objective. A leader is not a boss but a motivator and a change leader is the one that transforms the dreams and plans into statements and tangible improvements.



Madelon Voets

Master Health Sciences & Technical Medicine Dutch

"The wind and the waves are always on the side of the ablest navigator." - Edmund Gibbon

What did you think about the course and what did you learn?

The thing I value most about the honours program is that it has allowed me to seek extra challenges in other interest area than I would normally come across. As a Health Sciences and Technical Medicine student, I know extremely well that healthcare is an industry with much variability, unlike any other industry that exists. With medical knowledge and technologies advancing at the vast rate like today, the need for change is inevitable as well as it is perpetual. However, especially in healthcare, change is often fought instead of embraced, and no-one ever taught or even told me how change can be used to benefit an organisation and all those involved. As such, I chose to participate in an honours course regarding change leadership. I was attracted to the program because it offered the ability and tools to articulate a set of relevant personal learning goals based on my own reflections of leading projects and dealing with cross-cultural and various other types of difficulties. The personal development in change management and effective leading is what I am continually motivated to improve. In addition, I value the fact that experts with different areas of expertise contribute to the program. By having interdisciplinary sessions and discussions with people from different backgrounds, new insights are continuously formed which stimulates everyone's personal development and knowledge.

How can you use this in your current or future career?

As renowned English historian Edmund Gibbon wrote in his most famous work; one of the causes of the decline of the Roman Empire was because the wind and waves are always on the side of the ablest navigator, not on that of the heaviest battalions, insinuating that those with skill and adaptability will prosper over those that do not. I believe future healthcare reform will include medical professionals who will be part of teams and work closely with other multidisciplinary care delivering teams and new health professions such as electronic healthcare ambassadors and telehealth professionals will soon emerge, as this is necessary to keep our system in balance. Change is ever-present in all of our lives, and simply ignoring it would be foolish. Instead, I would like to take everything that I have now learned about change management with me in order to be able to successfully navigate my way towards my future career.



Manoux Klaassen

Communication Sciences
Dutch

"Panta Rhei."

[Meaning:"everything flows". This was 'translated' into "everything changes". This is popularly paraphrased into "Change is the only constant" and "Life is change".]

What did you think about the course and what did you learn?

As we all, at least by now, know, change has many sides. The program presents you with different topics, lots of information and many interesting discussions. One definitely gets to see change and leadership from several perspectives. Where lectures and articles are set, the individual assignment provides an opportunity to explore the topic of change and/or leadership in your own way. On the Tuesday nights your thoughts get provoked, sometimes in unexpected ways. So unexpected, you might catch up with another lesson much later. One of the most important things I learned is how scary change can be for people and how heavily change, and managing change, is influenced by this. Dealing with this "fear" of change is something that should not be forgotten when planning change or dealing with unexpected change. Leadership also has multiple styles and what style you use or should use depends on the situation. Leadership, to me, is being adaptable. The more practical part two definitely gives you INSIGHTS. The personal profile can be scarily accurate! Next to agreeing to several points, I have enjoyed discovering which parts of my profile do not fit me at all or just partially. Reflecting on the profile provided me with input for the coaching part. It stimulated critical and analytical thoughts which helped me formulate a concrete coaching question.

How can you use this in your current or future career?

Currently I mostly use the insights for self development and self leadership, useful now and in the future. The most important lessons for my future career, are awareness of the influence of change and secondly awareness of my personal style, strengths and challenges. Not only the effect change can have on people, but also the influence people can have on change. Change can be something scary even if it is necessary and important to survive or grow. It is a force to be reckoned with when planning or dealing with change. I am sure that in the future, lessons I learned now, will come in handy.





Mariett Lauk

M.Sc. Business Administration German

"She who cannot be a good follower cannot be a good leader." - Aristotle

What did you think about the course and what did you learn?

The Honours Program offers the perfect opportunity for students to develop not only cognitive but also non-cognitive skills. In spite of being academically challenging, the program is surprisingly practical. Apart from the content, each guest lecturer in this program has truly been a content expert and an inspiration. Their aspiration and affinity for their field of expertise has not only inspired me, but has amplified my motivation to excel at my academic career and sparked the desire to find a job or a topic which I'll be equally passionate about. My favourite part of the program was, of course, the Discovery Insights Workshop with Frans Stel. The personality report was definitely like a blunt and very unflattering mirror, showing me the unfiltered version of myself, highlighting the most honourable strengths, but also my deeply rooted weaknesses. Reading a detailed description about your character and personality might be painful, but in hindsight it was the most valuable experience I've gained during this program.

How can you use this in your current or future career?

My very personal 'lessons learned' from the honours program is perfectly reflected by my chosen quote: "She who cannot be a good follower cannot be a good leader". The most interesting thing I have learned in the duration of this program is about myself. Although the program is designated to develop the students' leadership skills, my focus shifted from the leadership-level to the team-level. Having leadership abilities is not all one needs to become a great leader. On the basis of my personality report I have reflected intensively on my personality, my character traits as well as my behaviour, especially when interacting and working with a people of a particular, opposite personality type. In order to develop as a leader one first needs to build profound inter-social skills to be able to function as a team member. Due to my personality I naturally took over the leading role within a team, thus being oblivious to my weaknesses on the team-level. The honours program has not only helped me to become aware of my weaknesses, but to develop them into strengths. For my future career I will put these insights into practice and always keep the importance of self reflection in mind.



Mark van Duuren

Business administration
Dutch

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things." – Niccolo Machiavelli

What did you think about the course and what did you learn?

For us as future leaders it is important to understand that leaders or peers signal the behaviour of what is being valued. Sometimes you need to "shoot" one of your own soldiers, to stay consistent, otherwise the culture doesn't hold. The maximum a leader can do is create the right conditions under which the right behaviour can grow into the a sought behaviour. The Honours Program "Change Leadership" gave us many insights like the aforementioned.

Another important example was that for us as the future change leaders, we shall work in a system consisting machines and people. Understanding of the importance for assessing, controlling and identifying tension (perception of a specific gap between current reality and a sensed potential) can be of great value in our role as future leader, manager and human. Since corporations are not build to understand the effect of tension, or "ignored flashlights", they don't have the capability to naturally adapt and evolve. A culture shift is needed to create understanding and acceptance for this phenomenal.

How can you use this in your current or future career?

We learned that in changing a culture, it is difficult to change it completely, so focus on the parts. Don't just say words, no, think thought about what should change, what's going on and how do you want to fulfil it? Saying that the team members should change, clearly meant that the leaders should change. Walk the walk and talk the talk.

Another important lesson is that leaders should learn form their workers, since it's a basic mechanism, that workers follow their peers behaviour. So if leaders change their behaviour, worker will follow. The challenge is that many top leaders don't want to change, since they are confident on their behaviour. For me as change leader I try to learn from my peers, my people, my co-workers and my surroundings. The best lesson I preach and try to abide myself is the lesson that you are never "there"; you should never stop learning.



Maschja Baas

Psychology (Conflict, Risk and Safety)
Dutch

"Efforts and courage are not enough without purpose and direction." - John F. Kennedy

What did you think about the course and what did you learn?

It was in the summer of last year that I had applied for the Change Leaders Honours Programme. During my bachelor phase I already followed the bachelor Honours Program, which was mainly focused on science history and philosophy. When I found out that there was a master's Honours Program focused on one's own personal skills and leadership development, I immediately wanted to join. What made the program unique in my opinion was the combination of the theory, skills and practice components. Even though I naturally reflected on my skills and development during the past years already, I never did it as structured as in this program.

During the theory part, a lot of interesting guest lecturers thought us about team development, how organizations change and what best practices are to deal with these changes. I used to have a traditional view on organisations and organisational structure. A large organization with a vertical structure, department heads at every department and a leader who makes the final decisions, based on what he or she thinks is best. Of course I already thought that the opinions of employees are important, but this program for instance learned me and underlined for me the importance of involving all employees in every step of the process. A company would be nowhere without the hard work of employees as they have all the knowledge and experience. Besides, employees can handle a lot of responsibility and often-times also feel like they could take even more responsibility.

How can you use this in your current or future career?

This idea fits in seamlessly with the lecture about Holacracy; a method for self-organization within companies. I witnessed it first-hand it really was possible that teams work autonomously and self-organizing; that each team member has their own responsibilities and tasks, and that you can address each other on the work that you do. This was a real eye opener for me. I became really enthusiastic about self-organization and decided that I wanted to write my thesis about this topic. At the moment that I am writing this, I am starting a fulltime position as a graduate intern at the biggest company in the Netherlands that works with Holacracy. During this internship I will get to work with autonomous teams and also will research this topic. Looking back, I am very happy that I decided to start with this program, since it helped me to find what I might want to do in later life; consulting and managing projects within self-organizing teams.

Merle Teders

Educational Science & Technology Dutch

"Experience is the hardest kind of teacher. It gives you the test first, and the lesson afterwards."

- Oscar Wilde

What did you think about the course and what did you learn?

I am always enthusiastic about learning new things and discovering new topics! Therefore, continuously learning, and making most of my life, are highly valued goals to me. The chance of getting a spot in the Change Leadership Honours Program suited those goals really well. All in all, the program provided me with lots of new insights, ideas, and energy for my future career. I loved the topics we discussed during the lectures and, during most lectures, we ended up asking a lot of questions, because we were all really interested. What I found really great about this trajectory, is that we could really spend time on self-development & self-awareness, skills usually not included in the curriculum of education. That made this trajectory one of the greatest extracurricular choices one could make.

From all the topics we discussed, receiving the results from the Insights questionnaire was very interesting and refreshing! Although, I've spent quite some time to get to know myself, this test had a lot of new features I didn't know about myself. Moreover, after we received the results, we got a coach with whom we could work on one of the things we want to learn.

This program differed from other programs as well, because of the speakers that were invited. Usually, leaders from big organisations would get invited, but here, leaders from organisations in Twente/Overijssel were invited. That made, that I felt way more connected with them, and the things they said made way more sense to me.

Lastly, the dynamics in our class were perfect! Already from the start, I got the impression that everybody felt comfortable in this group. Group dynamics are really important to me, but for the succession of the program, they are as well. For example, when we received the report from the questionnaires, everybody was honest and open about it. That made that it was way more easy for people to express their problems, issues, ideas and all kinds of other things. Not only did we learn a lot during this trajectory, we had a lot of fun together as well!

How can you use this in your current or future career?

In conclusion, I have learned a lot and although I was pretty sure that I wanted to become an entrepreneur once, this trajectory really increased my interest in that. Lastly, I want to thank everybody that took part in this trajectory, in whatever way, because I have learned a lot!



Michael Bezoen

Master Business Administration: Supply Chain Management Dutch

"Those who don't know history are destined to repeat it." – Edmund Burke

What did you think about the course and what did you learn?

Except for those small few brilliant individuals, we are all painfully lacking the ability and competence to positively influence the world and need to stand on the shoulders of giants to do the bare minimum. Thus, when the opportunity presents itself to accumulate more knowledge and add to collective of what we know, how could one say no.

Overall, I thought the course had some ups and downs. Certain subjects such as Hofstede's cultural dimensions are so overly used they start to feel as nostalgic as nursery rhymes. However, these subjects do not add to the knowledge I already possess. Thus, as nostalgic as it may have been, it was not a very good usage of time. That being said, the course had plenty of new and interesting subjects that did challenge the intellect.

The Insights test, gave as the name suggests insight into one personality connected to dominant colours (Red, Blue, Yellow and Green). On first hand this could be considered as more of the same. However, since personality changes over time (especially in young people who go though a lot of changes), these tests are very interesting to compare to earlier test and to see how people grow over time.

How can you use this in your current or future career?

Personally, I learned I had become more rational (Blue) and dominant (Red) over time. Thus, when I want to be effective within groups its wise to team up with people who have dominant green and yellow, to have a full spectrum available. Furthermore, since I know my personality traits, I can take note of them and tone them done when needed.

Sometimes the most effective way of dealing with things is including emotion, not only rationality. Apart from me, people are not machines. Thus, they need to be in a good mindset to be able to achieve excellence. In general sense: balance between EQ and IQ has the best overall outcome.

For me to be human is to constantly learn and improve myself. Somewhere along the line that started meaning becoming more effective and efficient. However, we as a species are blatantly ineffective and over emotional, to say the least. Knowing that, is "half the battle". What I will take with me to my future career is that leadership is more emotion than anything else. To be an effective leader is to be one that deals with emotion competently and with care.



Olivia Plant

Business Information Technology German

"I can't change the direction of the wind, but I can adjust my sails to always reach my destination." - Jimmy Dean

What did you think about the course and what did you learn?

Just as Jimmy Dean said, change is about adjusting to the circumstances in order to reach one's destination. It sometimes requires great personal efforts and character strength to keep an open mind and identify the right strategy for every situation. The Change Leaders program has given me many new perspectives on the topic of change management. I really liked the setup of the course which on one hand focusses on teaching student's new theoretical concepts about change management and leadership and on the other hand gives them space to self-reflect and practically work on improving their own strengths and weaknesses.

Although I have a bachelor's degree in business administration and was already familiar with basic change management principles, I gained a lot of new insights throughout the program. The course approached the topic from a new angle by introducing interesting guest lecturers that gave their own experiences and opinions based on real-life cases. I really enjoyed the lecture about handling cross-cultural differences. Dr. Arnold Enklaar gave us an interesting combination between culture theory and practical experiences he made and although I really disagreed with his statements at some point I enjoyed having a discussion with him -after all, the change leaders course expects students to participate and critically reflect on given opinions which is half the fun.

How can you use this in your current or future career?

Another very important take away of the program is that leadership is not about having power or authority but about behaviour and attitude. The change leaders program has encouraged me to always keep working on my skills and to believe in myself because everyone with the right attitude can lead change. Change leadership is about leading by example and sparking enthusiasm and support in others in order to make the change happen together. This is an important lesson that I hope to use in my later life, both personally as well as professionally.

Paula Felix

Business Information Technology & Computer Science Dutch

"It always seems impossible until it's done." – Nelson Mandela

What did you think about the course and what did you learn?

The Change Leaders honours program was an interesting experience that I really enjoyed for several reasons: the diversity of the program phases, the speakers and last but definitely not least the participants. During the 3 program phases, we first learned about change leadership theory in lectures, then applied the theory in practice during workshops in the experiential phase and finally during our own projects. The speakers that facilitated the lectures and workshops were all experts in their respective fields and had lots of advice for us based on their years of experience. The participants had a wide variety of backgrounds, both in terms of study and nationality. Since everyone approached the lecture discussions from their own perspective we had vivid class discussions and no trouble coming up with interesting questions for the speakers. It was also nice to see how the group became closer over time, after several dinners and drinks (even including one with a walk-in specialty beer fridge).

How can you use this in your current or future career?

The program content itself was very informative, especially since with my 'beta' background I had not heard about many of the theories that were covered during the program. For example, I learned a lot about different leadership styles, including which ones are most fruitful in which situations, which will likely be helpful in my future career as well. It was very nice that Ms. Bult (vice chair of the UT) shared her experiences in the UT board with us and that she helped us develop a sense for how the leadership styles could be applied in practice by giving many examples of situations she encountered. The lecture by Mr. Bik was also very interesting, as it really clarified some of the change management theory for me. He provided a clear framework on organizational culture and supplemented that with some insightful examples. He emphasized that for successful change, an organization's example behaviours, systems & structures and symbols & decisions should align. The Insights Discovery workshop (based on the personality test we all took) was also very interesting, since it really showed the similarities and differences between people. In addition, I learned about topics ranging from negotiation and conflict management to inter-cultural collaboration, entrepreneurship and project management.

I would like to thank all the speakers for sharing their knowledge with us and my co-participants for the nice time together during the honours program.





Rens Dommerholt

Industrial Design Engineering: Management of Product Development Dutch

"But the fact that you have limitations means that the plot of your life is the overcoming of those limitations and if you didn't have limitations, there wouldn't be a plot and maybe there would be no life." – Jordan B. Peterson, 2017

What did you think about the course and what did you learn?

Every Tuesday evening, hours were freed where we could learn new things, develop ourselves, and exchange ideas among each other. The program offered the possibility to, for the actual first time in my educational (not social!) career, talk with people with other study backgrounds who are as ambitious as I would like to be. The triptych of learning, doing, and developing broadened my view on change management and leadership and made me think exceedingly more about what kind of person I would like to be, both personally as professionally.

The most important things that I have learned during this course, originated from two lectures. The first, being the Walk-the-Talk mentality and the second originated from the lecture on Holacracy and its meeting method. Walk-the-Talk by Olof Bik was such a well-presented, clear, concise (c's!), and eye-opening way of thinking that, to this day, I still reflect daily using this mentality. The simple fact that what you say (Talk) must be aligned with what you do (Walk), is rooted in the many great examples Bik presented. Additionally, this mentality is seemingly flawless and simple, which makes it great as a tool for personal reflection.

How can you use this in your current or future career?

However, not everything that we learned and practiced will eventually help us become a better leader. I remain critical on the fact that being a great leader and learning how to be a great leader are not necessarily linked perfectly. It is important to realize, for everybody, if you want to be a leader or not and if, the change you want in any thinkable situation, must be reached through leadership. You can bring change without being a leader!

So, I will look back fondly on the knowledge and skills that we learned, as some have changed my perspective on myself as a professional as on the work I would like to do. These changes in perspective have been my motivation to join the program, and therefore, I can proudly say that the program has been a success for me!



Rik Derksen

European Studies Dutch

"Walk the Talk."

What did you think about the course and what did you learn?

In November, we started learning on further developing of our leadership skills by taking theoretical lessons by professionals, PhD-"students" and professors. More than in my actual study, the courses were more practical inclined. Most lectures would give us a theoretical overview that would be followed by practical examples. The lecture that stood out for me was the lecture by Olof Bik. He was not only a great and enthusiastic teacher, his theory on the importance of culture in an organization were mind blowing. His lecture also brought forward the quote on "walk the talk". When leaders and followers are not in line, when the organization does not walk the talk, a company is doomed to fail. Besides all the valuable theoretical and learning lessons, it was special to meet the persons you are sharing the experience with. Although the times of the classes, at 18.45 on Tuesday, were very annoying, In everwent to class without motivation. Almost every Tuesday every body was motivatedto learn. Furthermore, I believe that we build up a great connection as a group. The dynamic was good and friendly. Something that is miraculous when you put a group of leaders together. Although I was not new to the subject of leadership, I feel I have the theoretical background to finally make it as a leader within an organization. Although I am still searching for possible organizations I want to work for, I want to try to become at least better in change management and hopefully one day an actual leader.

Roos Bulthuis

MSc Biomedical Engineering Dutch

"If you do not change direction, you may end up where you are heading." – Lao Tzu

What did you think about the course and what did you learn?

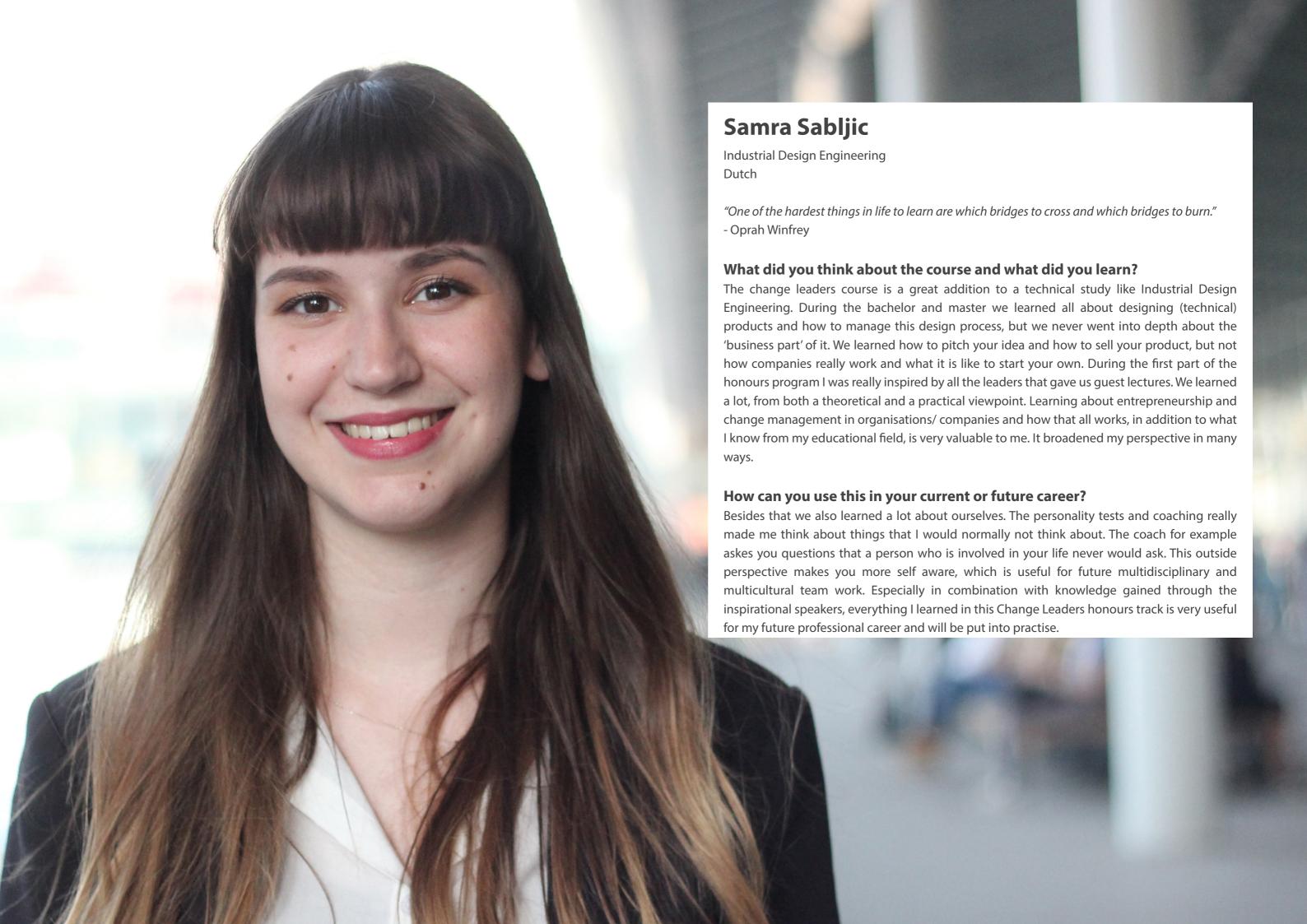
My name is Roos Bulthuis and I am a master student in Biomedical Engineering originating from The Netherlands. I started the Change Leader Honours Program to learn about the 'how' and 'why' behind leadership, but in fact I learned much more. First and foremost, I realized that there is not one leadership style that is best. Being a leader sometimes requires taking a step back, while in other situations strong leadership is required. Moreover, good leadership is not simply having a vision and following it, but also not being afraid of change.

The Honours program provided us with experiences from established leaders in their fields. Lectures about organizational change and culture, different leadership styles, and especially about why leaders are successful inspired me. However, the opportunity to learn about my personal leadership has the largest value to me. The insight report was an eye-opener; I know who I am, but seeing it on paper made it real. The report revealed hidden character traits, and the coaching sessions helped to use them to the fullest. I have learned that a good leader needs to be flexible, and this is something I still need to work on. I want to surprise myself, and go off the beaten track; sometimes you must get lost before you find what you are looking for. The Honours Program is the first step in the right direction, and especially the coaching sessions can help me to find hidden successes.

How can you use this in your current or future career?

The program also provided insights from 20 students with different backgrounds and numerous lecturers. These insights sparked discussions and questions among all of us and this made the program even more valuable. The other students gave me insight in their experiences and showed that each unique way can lead to success. I am proud to be part of this great group of people and hope that I could also inspire others with my questions and vision on change leadership.







Sogol Fathi Afshar

MSc Health Psychology & Technology Dutch/Iranian

"Leadership is not a rank or a position, it is a choice – a choice to look after the person to the left of us and the person to the right of us." – Simon Sinek

What did you think about the course and what did you learn?

The course inspired me and broadened my perspective in how a leader can implement leadership qualities to increase employees' awareness on the needed change to pursue success in an organisation. The coaching process made me aware of how I can optimize my own qualities towards a better version of myself in applying leadership skills.

I think the most important and interesting thing I learned was how one of these classes really made me aware of the factors that are involved in managing teams towards effective outcomes by means of efficient strategies. I can remember one of the classes where we did 'the blame game' to experience how Multi-team Systems work. The trainer made us do this game which provided us insight in what is needed within teams as well as a Multi-team System to make it work efficiently, but also, how it feels when things go wrong. The trainer appointed me as the leader to coordinate the three teams. I had the task to make sure everything went well according to the rules, but things went wrong. In fact, things were never supposed to go right in this game and I soon realized that. This experience taught me that on the one hand, people rely on their leaders to make things work correctly, but on the other hand, people blame their leaders when things do not go as planned.

How can you use this in your current or future career?

It is a leaders' responsibility to be aware of the needs and skills of others and adapting to these constantly, to inspire, to motivate and to guide them to high achievements. Truly positive changes can be created by being aware to what degree these factors are engaged within a team and creating (more) awareness among others that moves them in taking initiative, which may, in turn, influence the harmony in a team positively.

Dedicated and passionate to promote healthy behaviour, adaptation to illness, and improving public health(care) to make this world a better home. I believe that the true power of a leader lies in the way he/she empowers and motivates others to by implementing the needed leadership as a way to take performances to higher levels and to increase engagements among individuals.

Tim Doornkamp

Corporate Communication and Civil Engineering and Management Dutch

"If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea." - Antoine de Saint-Exupery

What did you think about the course and what did you learn?

Looking back at the Change Leader Honours track, I can certainly say that I am glad I participated in this year's program. Even though the content of some of the lectures wasn't that surprising given my communication background, I really liked the diversity in topics they offered. Especially the lecturers that provided us with first-hand knowledge on practices in the 'real' world and who shared their experiences were very inspiring. The fact that so many students participated from various backgrounds gave me the opportunity to discover alternate views on aspects of life in general. Even though I consider myself as pretty aware of who I am, conversations with the others led to some new insights.

The most important thing I take from the course is that, even if you think you've got it all figured out, some situations may put you in a position where you have to make rational decisions that may go against your initial emotional response. Taking the time to properly reflect on/evaluate certain situations is critical in broadening your view and understanding the behaviour of yourself and others. The course definitely strengthened my feeling of 'we're in this together'.

How can you use this in your current or future career?

As I wanted to demonstrate with the quote of Antoine de Saint-Exupery, I would like to become a leader that is able not just to get people to do some tasks, but to see the greater meaning of the system we live in and to motivate people around me to find their meaning in life in what we do together. This may very well be in the form of a co-leadership, since I recognize that some people have traits that I don't possess, and complementing each other in that regard will benefit everyone, in my opinion. As my future path still has many possibilities, I will try to remain open-minded and grasp opportunities as they come.



Viktor Klassen

Industrial Design Engineering German

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

What did you think about the course and what did you learn?

The Honours Program "Change Leadership & Management" was a insightful experience. Especially the composition of ambitious students with different study backgrounds, new perspectives and other ways of working/thinking propelled the learning experience. Lectures were mostly given by great personalities with a lot of experience and expertise.

One of the most important things I learned during the program is that one needs to be brave and standforones values and ideas. The universities vice president called it "to have the guts", Mr. Biksaid it is important to "walk the talk" and also Mr. Koelewijn taught us, how important it is to act according to one's personal values to remain happy in a competitive and ruthless business environment. Another important lesson, conceptualized by Discovery's "insights" was firstly, to have a quantified reflection of my own personality and to see if/ how my social surrounding assesses the truthfulness. Secondly it is of great help to see how certain personality traits manifest in different people and to get insight into other people's way of thinking.

How can you use this in your current or future career?

For my future career as a designer I want to use this knowledge to prepare and adjust my approach in social interactions. To be considerate about others, but also to keep standing for my self and my style that is very important in the design field. The competition is high and never stops, but to become the greatest designer I can be, I will have to cooperate with people from all kinds of backgrounds and can not back down.



David Charles van der Griend

Health Psychology and Applied Technology Dutch

"Effective leadership is putting first things first. Effective management is discipline, carrying it out." - Stephen R. Covey

What did you think about the course and what did you learn?

The course was a revelation to me. It was truly remarkable to be surrounded by such bright minds equally motivated and inspired other and to learn. It has been truly inspiring to sit, study and work amongst UT's finest and be a part of this group that was this ready to excel! The afternoons and evenings dedicated to following lectures and reading many articles on different topics gave me all sorts of new insights on business, people, and being leader in all aspects of my life.

The most important or interesting things you learned during the course. The thing that excited me most about the course was working on various cases and assignments with fellow students from different study backgrounds. I have always found it remarkable how people work and behave. This course showed me how I can effectively interact together make use of each other's talents and find synergy. Furthermore the lecturers gave me an exclusive sneak peek into different work fields, where I have gained so many more insights than I would have in my regular curriculum. The unique combination of leadership, morality, finance, consulting, psychology and human interaction has made this program worth the effort for me.

How can you use this in your current or future career?

This course has inspired me to be so much more than I was at the onset. I will forever be grateful for the personal insights that I gained during the coaching sessions; teaching me that there is always a way to improve, yet looking for the answers to questions on personal growth, one should always start within him or herself. This course had inspired me to look at different career opportunities in the field of consulting, management and even inspired my entrepreneurship to new levels.

