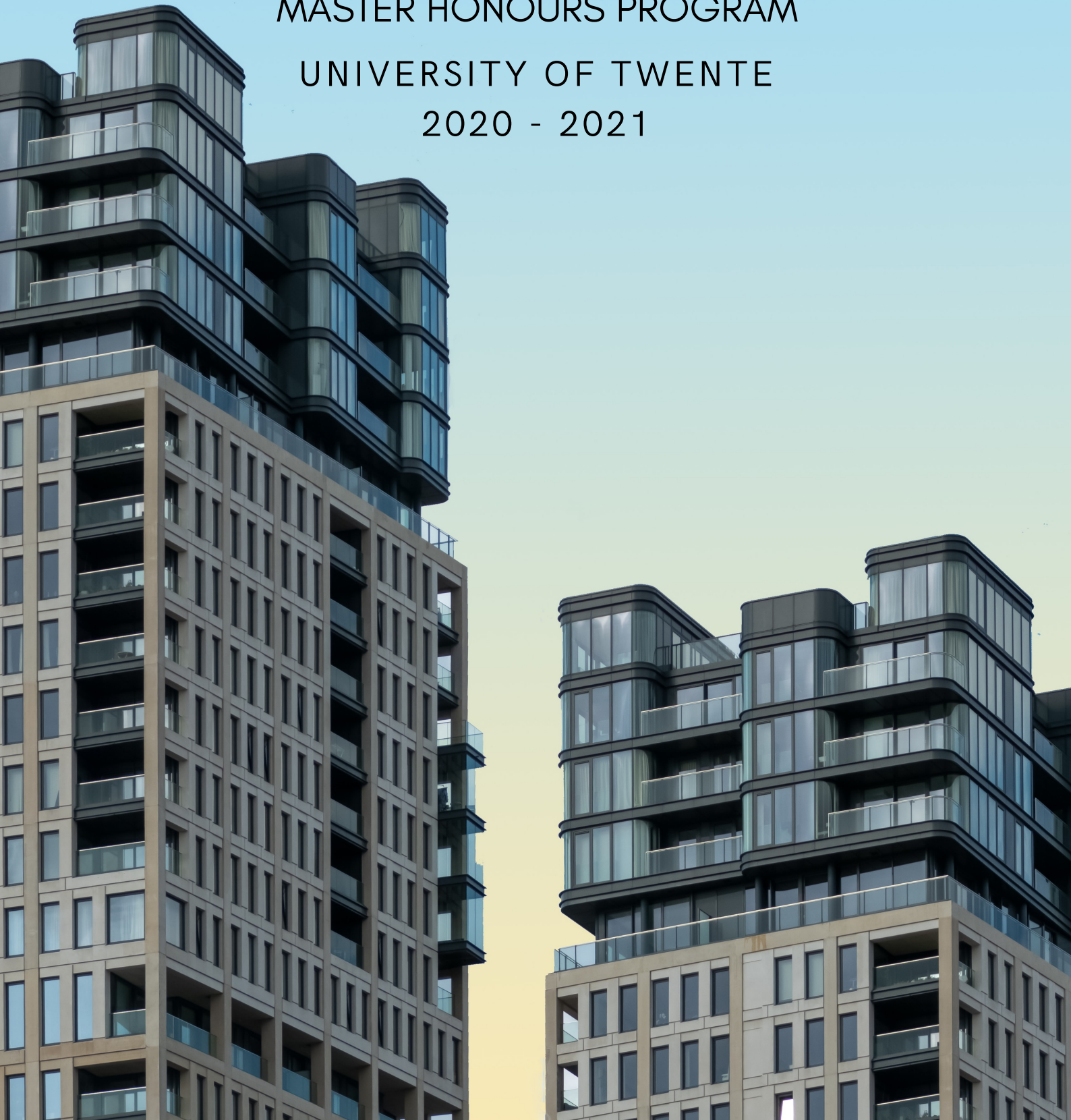


CHANGE LEADERS

MASTER HONOURS PROGRAM

UNIVERSITY OF TWENTE

2020 - 2021



Colophon

Master Honours programme Change Leaders and Management

Cohort 2020-2021

Mavis Atayo Adombire, Akshay Prasad, Sam Althoff, Ravi Baligudam, Ashwin Deepak, Tim Elderhorst, Mark Heimgartner, Mrudula Kodihalli Shashikumar, Carolina Pereira Marghidan, Joost van der Plas, Sophie Schmidt, Sterre van der Voort, Veit Wasserfuhr

Cover photo

Daniel Ging through Unsplash

Layout & Design

Ravi Baligudam, Carolina Pereira Marghidan

Editor

Veit Wasserfuhr

Booklet Committee

Ravi Baligudam, Mrudula Kodihalli Shashikumar, Carolina Pereira Marghidan, Sophie Schmidt, Sterre van der Voort, Veit Wasserfuhr

Copyright

July 2021, University of Twente. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photo copying, recording or otherwise, without the prior written permission of the University of Twente. While all reasonable efforts have been made to ensure accuracy, the publishers do not, under any circumstances, accept responsibility for errors, omissions or representations express or implied.

TABLE OF CONTENTS

PREFACE

INTRODUCTION

Quartile 1

Quartile 2

Quartile 3

PEER GROUP 1

PEER GROUP 2

PEER GROUP 3

PEER GROUP 4

COVID EDITION

EPILOGUE

FINAL SEMINAR

REFERENCES

1

2

4

6

8

17

22

29

38

40

41

45



PREFACE

Dear Change Leaders,

In times of dramatic change and rougher patches in life like the ones we are all currently experiencing, one can discover who are the true leaders in our midst. You have chosen to join us, head teachers, on a journey that is meant to sparkle your curious minds and stir up your knowledge, skills, and personal contribution to making meaningful changes happen. During the past eight months you have developed and deepened your understanding of effective change management, leadership and followership as well as tailored it to match your personality. You have started reflecting and expanding on your change leadership style. And finally, you gathered your courage to execute a change project you are passionate about while being personally coached on a one-to-one basis by one of our wonderful coaches!

We are proud you have come this far and we expect to see much more of your wise leading in the future! No matter how difficult circumstances may be, you have shown to be both resilient and eager to flourish. You got a head start from us to being a trained, and thus real Change-Leaders alumni of this university. Socrates once said: “The secret of change is to focus all of your energy not on fighting the old, but on building the new”: We hope you take the valuable life lessons along with you in your life and career and remain confident that you can succeed in making the world -and its ‘inhabitants’- truly better.

Congratulations, UT Honours’ Change-Leaders Class of 2020-2021!

With the warmest regards,

Celeste Wilderom, Lara Carminati, and Desirée van Dun

MEET THE STUDENTS



Mavis Atayo Adombire
Ghana
MSc Educational Science
and Technology



Akshay Prasad
India
MSc Computer Science



Sam Althoff
The Netherlands
Msc Business Administration



Ravi Baligudam
India
MSc Computer Science



Ashwin Deepak
India
MSc Sustainable Energy Technology
MSc Industrial Design Engineering



Tim Elderhorst
The Netherlands



Mark Heimgartner
The Netherlands
MSc Mechanical
Engineering



Mrudula Kodihalli Shashikumar
India
MSc Electrical Engineering



Carolina Pereira Marghidan
The Netherlands
MSc Spatial Engineering

MEET THE STUDENTS



Joost van der Plas
The Netherlands
MSc Financial Engineering &
Management



Sophie Schmidt
The Netherlands
MSc Clinical Positive
Psychology and Technology



Sterre van der Voort
The Netherlands
MSc Sustainable Energy
Technology



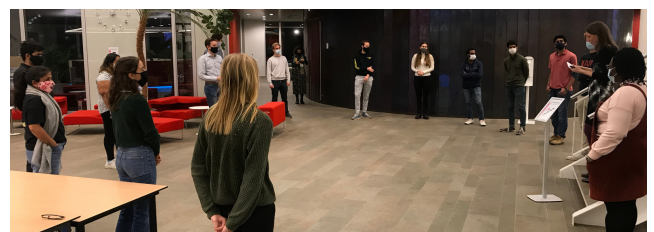
Veit Wasserfuhr
Germany
MSc Educational Science
and Technology

INTRODUCTION

The Change Leaders program is an Honours Master that focuses, like the name says, on the process of change from a leadership perspective. It is a program that balances academic knowledge and practical insights to develop a feeling that is useful for a future career in change management.

The program focusses on three aspects of leadership and change, divided over three quartiles. In the first quartile, literature about leadership and change was discussed by professionals from the working field in informative lectures about the topic. Not only leadership was discussed, but a team perspective during such a change process was also evaluated during the lectures. Now that this knowledge was assumed to be known after the first quartile, the focus was on the more practical perspective of making change happen. This was done with interactive workshops focusing on practice approaches and tips and tricks. An outstanding workshop was the establishment of the Discovery Insights profile on a Saturday at the end of January. This profile gave a sometimes scary accurately correct, insight in our individual behaviour during both professional as personal situations. This profile formed the basis for the last quartile, where we set-up a personal development plan. For some, this included personal change goals, for others this consisted of professional change goals. To work on these change goals, an individual change project was performed. The topic for this project was completely free but had a general goal of bringing a change.

All in all, we learned not only how to bring change to others, but also about being aware of the consequences to others and how to engage your team. Without change, companies would not improve, industries would not reduce its impact on the climate, and the world would not become a better place. Therefore, knowing the basis of the change process is an important skill that will help us, (future) Change Leaders, not only survive a pandemic, but boost our future career and personal life.



QUARTILE 1

The first quartile started off in person and on campus. At this point of time, most lectures and tutorials took place online or in a hybrid way, so we were very happy to have the opportunity to be able to meet and to getting to know each other. This of course under safe Covid-regulations, always wearing face masks and keeping distance from each other. Despite the physical distance we preserved, we got closer as a group during an introduction round and our weekly group discussions.

Overall, the Change Leaders Programme is divided into three main foci, consisting about learning with the head, with the hands and with the heart, so contributing to our theoretical, practical and personal development. The first 8 weeks were devoted to creating a theoretical base of the Change Leaders Programme in form of lectures. For each lecture, we prepared ourselves by reading suitable literature regarding the topic at hand, reflected upon it and noted questions and remarks for our group discussions. After the lecture took place, we were divided into groups to reflect on the lecture and to create an overall review. The first lecture by dr. Desirée van Dun was on lean and agile ways of organizing and what it means to be a lean leader, which values are important and how this is related to the overall team performance. The second lecture by prof. dr. Celeste Wilderom evolved around the topic of excellent organizations, effective leading and what emotional intelligence is and how this is related to good leadership.

During the third week, the UT's inspiration week took place, so each of us had the opportunity to join one or more interesting

lectures that were offered in this context such as how the internet is 'broken', about the placebo effect, on melting ice sheets or on innovations in medical procedures. The week after, we learned about leadership and identity in team dynamics by dr. Lara Carminati. We got to know how one's identity is a social construct that changes with the people we experience belonging to and surround ourselves with and discussed what this means for leader- and followership.

During week 5, we had a guest lecturer Prof. dr. ir. Erwin Hans from whom we learned about process optimization within the healthcare setting during which we got insights into the three basic principles of it, were introduced to a theoretical framework explaining it and how this applies into practice. Lecture 6 was hold by dr. Mirjam Bult and was about different leadership styles and crisis management and how the core of both is being adaptable in one's approach and changing along with the current situation. The seventh lecture by Dr. Julia Wijnmaalen was about leadership and multiteam systems during which we not only theoretically learned about multiteams but also experienced the power of multiteams ourselves during the lecture. We also discussed about the implications and leadership techniques to lead multiteams. The last lecture during this quartile by Prof. dr. Olof Bik was on organizational culture that may be summarized into three components of example behaviour, symbols and decisions and systems and structures. We also talked about it's myths, how leaders can change an existing culture and how it could drive performance.

QUARTILE 1

GROUP WORK | SYSTEMATIC LITERATURE REVIEW

Besides the lectures, we also worked as a small group on a systematic literature review on a self-chosen topic. This year's topics were:

- Sustainable Change in SMEs: the Drivers, Barriers, and Implementation of Sustainable Practices
- What is the Relationship between the Dark Triad Personality Traits among Leaders and Emotional Intelligence?
- Investigating the Value-Based Conflicts during the Vaccination Process in the United Kingdom and Providing Research-Based Recommendations

Dear change leaders,

Thanks for your reflections and our discussion on leading change in the context of a University.

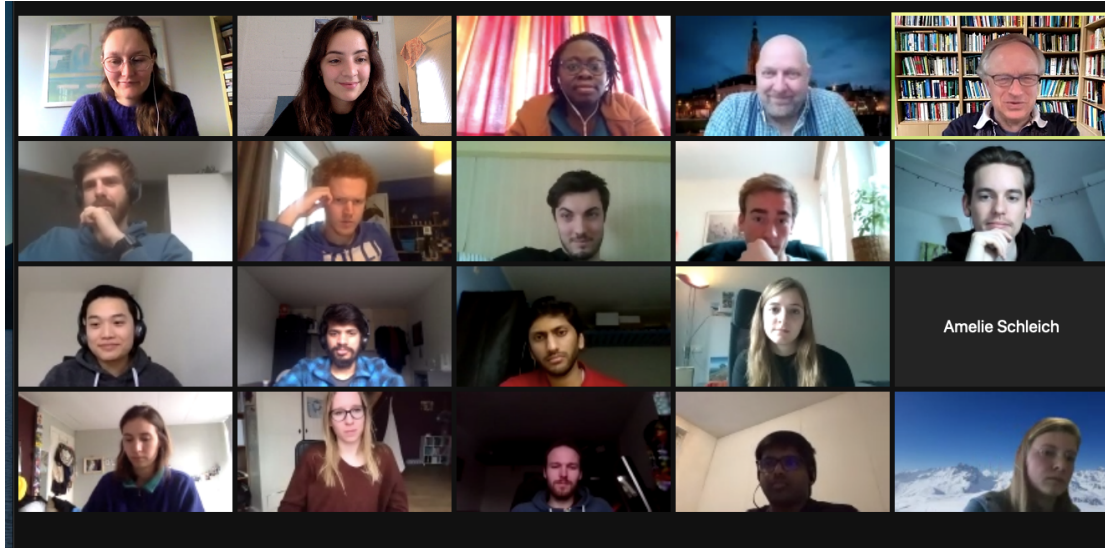
We discussed the dominant influence of emotional intelligence on effective leadership, regardless of which leadership style the situation requires. Self-awareness, self-regulation, empathy and social skills are what counts. Interesting food for thought in an environment of highly intellectual individuals who tend to use mostly logical intelligence to make an impact.

We also agreed that the type of leadership that is most effective in solving today's and tomorrow's problems is leadership based on participatory decision-making, intellectual challenge and inspiration. And you know what? These are all leadership styles that women apply dominant, slightly dominant or equal to men. Interesting food for thought as well.

All the best on your way to further growth as change leaders, I hope our paths will cross again someday!

Mirjam Bult

QUARTILE 2

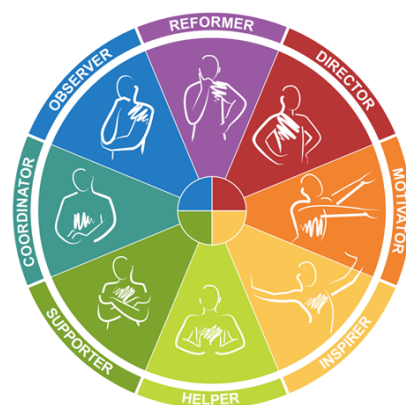


Insights Discovery Workshop by Frans Stel

After having engaged in the quite theoretical first quartile it was time to start practicing. The sessions and workshops we had were very helpful and eye opening. The whole quartile was leading up to one specific goal, the Personal Development Plan. It started off with an introduction to personal development and then continued by taking part in the Insights Discovery Workshop. After receiving our Insights Discovery Profile, which some of us found scarily accurate, we embarked on our personal development journey.

This journey was supported by great training sessions. The sessions were about coaching skills, cross-cultural management skills, negotiation skills, appreciative inquiry skills and management consulting and change leadership skills. It was amazing to have discussions with the peer group and to reflect upon the lessons with the peer review group. Furthermore, it was really helpful discussing the issues of the sessions and applying them to our own life.

We developed a lot during that time, especially due to the exchanges we had in class and in our review groups. All of these sessions prepared us to write a personal development plan, which laid the foundation for our upcoming Change Project.



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** | Introverted Sensing | Planning, organising, time management
- Observer** | Introverted Thinking | Sets standards, Product knowledge, analysis
- Reformer** | Extraverted Sensing with Introverted Intuition | Determination, monitoring performance, discipline

Simplified Discovery 72 profiles wheel and explanation of eight types. Insights-eight-types-graphic, retrieved from: wearebowline.com

QUARTILE 2

From the 1960's onwards Management studies gradually grew into a serious scientific discipline which developed its own theories and models. It wants to teach us how you can successfully lead a company or an organization. Thereby it is often implied that there is one single way of management which is the best and will produce the best results, wherever you will apply it.

Unfortunately, there is one problem with this approach: It is not true. Most management theories and techniques set out in our business school textbooks are typically American, which is natural since the U.S. was the cradle of Management studies. But outside the U.S. these models work less well and often not at all.

Geert Hofstede was one of the first scholars who pointed to the enormous impact of cultural differences on business and management. But no one was more outspoken than Philippe d'Iribarne, who stated that there is no universal model for effectively leading a company. As a consultant he had been advising French corporations all over the world, from the Netherlands, the U.S., North Africa, Cameroon, Jordan, to China. He had seen that in many countries the French way of managing was not productive, but when specific solutions were implemented that fitted to local culture, performance and satisfaction of employees would be quickly rising.

I hope the Change Leaders of the future will keep the wise words of Iribarne in mind: "Instead of blindly starting a change process, you first have to understand the customs of a country. That is how you come to understand that some changes are difficult, and others impossible".

Arnold Enklaar

QUARTILE 3

The 10 weeks of this quarter was dedicated to implement the knowledge and skills developed in the first two quartile. In the first quartile we learnt what it to be a leader, types of leaders and in second leader we dedicated ourselves in knowing ourselves and working in the group. In third quartile we applied everything we know on the project we chose ourselves. Each student was assigned a coach in addition to their project this was done based on their personal development objectives and the PDP. Every student had more than one coaching sessions with the coach to speak about thoughts for his or her improvement and for the project development and execution.

The eccentric point of this quartile is that we got opportunity to choose different and varied project of our interest. The project varied from crating a business, website, conducting a workshop on stress management to organisational restructuring in start-up, everyday happiness, and Green Guide Enschede. The future change leader did all these projects when there was still a covid restriction. Each student was responsible for implementing the change project, which included a self-selected target group to accomplish specific quantifiable targets, with the assistance of their coach. Through this project, students worked on developing their strengths and weaknesses. The Honours team had a diverse student group, not only in the cultural background but also from educational to personal diversity. Some students preferred to work on their weakness that they got Insights form previous quartile.

While worked on their strengths. Few focused on developing the skill set, other focused on Habits. Apart from coaching, regular peer reviews was encouraged. The importance of feedback was learnt and appreciate each other work was developed. A safe environment was built within the student groups where honest and constructive feedback was welcomed. The quarter concluded with a self-organized final seminar that comprised each student's presentation of their project and progress as a change leader. The seminar was done in a hybrid environment where students were present physically and while friends and family were encouraged to join via online. Together we celebrated the impressive achievement we all have worked on.



QUARTILE 3

It is a challenging time in which we live today. You all did a great job to stay motivated and to inspire each other in this program! I have enjoyed training the coaches and supporting you with your personal developmental plans in which you unraveled your reflections and needs for future development as a change leader. Sometimes, it has been a tough journey, sometimes easy-peasy, and everything in between. Anyway, it really has been a personal development trip with your coaches.

I believe that you can only be successful as a leader if you are willing and able to look in the mirror and reflect on what you do, how you do it and with which intentions you act, and in the meantime keep track of the impact you have on other people. Exploring this process reveals, in a way, who you are and how you inspire and motivate others. This is not always easy, and you did well; each of you in your own way!

As a consultant and a coach, I am seeing many leaders of today. Increasingly they are realizing that leadership is not about a fancy model, but for a substantial part about who you are, your willingness to learn and reflect, and your awareness of your impact on others. It has been great working with you and I thank you for your openness and your efforts.

I hope that you all will be able to live your future dreams!

Warm wishes,
Martian

PEER GROUP | 1

Carolina Pereira Marghidan | Mark Heimgartner |
Ravi Baligudam | Joost van der Plas

In our peer group, each team member had a different colour from our Discovery Insights profile. This made us realize how different people have different communication and behavior styles. For example, yellow and green are more focussed on relationships; and blue and red focus more on the task. Such preferences might affect how you behave in team work. We learned a lot from each other, which we will take with us to our future, where we undoubtedly will have to work with people of different personalities of our own. Furthermore, coming from multiple cultures and places ourselves, as well as learning about cultural differences in business during a lecture from prof. Arnold Enklaar, this enhanced our understanding of the different communication and behavior amongst different cultures.



During the meetings everybody was eager to participate, we all felt comfortable to share our opinions and learn from each other. The view of other group members helped in fine tuning our personal development plan. By talking openly about our personal development goals, and we even found some similarities. This showed the added value of discussing your thoughts in a small group. Unfortunately, we only got to do our group meeting online during this year. Still, we had a lot of fun and were luckily already used to online meetings so these always went smoothly. (it did take us >5 tries to take the group picture).

Mark: The Insight Discovery Report indicated that I am an observer. Although blue is my predominant colour, the other three colours are well balanced. The report was quite precise and gave great insight into my key strengths and pitfalls. It was very interesting to also get to learn about the characteristics concerned with the other colours, which makes communication easier.

Carolina: I am the “helping inspirer”, yellow coloured type. The report offered so many interesting insights, ranging from my strengths, weaknesses, to potential blind spots, and how to recognize the opposite type. We also learned that this is not to label people or put people in a box, but rather can and should be used as a tool that can be super useful and effective to gain understanding in how you, and others, communicate.

Joost: Within the red piece of the chart I am the “Motivator”. Besides learning about my own strengths and weaknesses, it was also very interesting to learn about how you should interact with people who have a different colour. Altogether, the report and workshops were very insightful and have encouraged me to further develop myself.

Ravi: Based on the insights report, I am a supporter.

Carolina Pereira Marghidan

The Netherlands | MSc Spatial Engineering



One of my first times on the campus of the UT, I biked past a banner promoting the Change Leaders Honours program, applications were still a few days open! Coming home, I searched for the program and its content, and I was immediately super enthusiastic to apply. I am very grateful to be a part of this years' group and have been able to learn so much about change, leadership, and myself.

During the first quartile, we had to read literature and received lectures on various interesting topics. For example, we learned about organizational change (Stouten et al., 2018), lean management (Van Dun et al., 2017), various leadership styles (Anderson & Sun, 2017), and social identity (Hogg et al., 2012). Weekly reflections on the material and lectures also really makes you engage and remember more of the content.

“
*If you want to go fast,
go alone. If you want
to go far, go together.*
- African proverb
”

During the second quartile, we started off with the “Insight Discovery Workshop”, led by Frans Stel. We learned about various types of personalities and received an in-depth report of our own personality. This gave much insight into my personal strengths and weaknesses, and my preferred communication style. On top of that, you realize and learn about other types of personalities and ways of behaving and communicating. Instead of only reflecting on your own behavior, it is super interesting and useful to look outwards, observe and listen to others. The book we had to read on negotiation skills, *Never Split the Difference* by Chris Voss, also taught me a lot about communication skills, listening to others, and empathy. This is an essential part when working together with people.

Other books that have been a source of inspiration for me:

- Godin, S. (2010). *Linchpin: Are you indispensable?*
- Greene, R. (2018). *The Laws of Human Nature.*
- Sinek, S. (2011). *Start with why.* [or watch the TED Talk: *How Great Leaders Inspire Action*]

INDIVIDUAL CHANGE PROJECT

The Green Guide Enschede

For my personal change project, I wanted to work on making it easier and accessible to live a sustainable life, as a student or inhabitant of Enschede. Imagine you are a new student coming to Enschede to study at the University of Twente, and you would like to know: How does recycling work here? Where are the second-hand clothing shops? Where can I buy locally grown fruits and vegetables? What is going on around sustainability at UT? Currently, information around sustainability in Enschede and at the UT campus is either hard to find or scattered over the internet.

Together with a group of students from the study association SUSTAIN at the UT, I worked on developing the "Green Guide Enschede": an online platform that provides an overview on sustainable shops and locations ranging from second-hand clothing shops, sustainable supermarkets, mills, and farms in and around Enschede. This will hopefully make it easier to find and support sustainable initiatives around the city, and lead to increased awareness and behavior around a sustainable lifestyle.

My personal coaching sessions have been an amazing experience. I had never had a coach before, and it was super fun and insightful to have the time to talk and reflect together with someone on anything you might struggle with. During our sessions, we talked through various topics that I wanted to work on. Some examples are: how to set boundaries, how to say no, how to make (better) decisions, how to deal with negative behavior, how to balance my own needs with others' needs, and how to motivate/inspire others during group work. Not only was this extremely valuable for my change project, I will also take many lessons with me in my personal and future professional life.

Learning about change throughout this year, you realize many things in life are uncertain. We don't know exactly what will happen in the future, or where we will end up. The lesson I always hope to remember is: let life surprise you! I will take all the lessons from this year with me, continue learning, and as a future change leader I hope to have a positive impact on people's lives by helping to make communities around the world more sustainable, and resilient against our changing climate.

Mark Heimgartner

The Netherlands | MSc Mechanical Engineering



Hi, my name is Mark and I study mechanical engineering at the University of Twente. I applied for being part of the Change Leaders track because of my interest in personal discovery and development. This track seemed like a nice opportunity to improve on skills such as appreciative inquiry, leadership, change management and negotiation. I want to be part of contributing to society in a way that hopefully impacts and adds on to the quest in preserving our planet's beauty, albeit in an indirect manner. My ambition is to always keep improving, growing and challenging myself in order to get the best out of life.

“

The greatest glory in living lies not in never falling, but in rising every time we fall.

- Nelson Mandela

”

During the last quartile, the in-depth questioning of the coach helped me to really figure out basic emotions and interconnecting links that constitute my personality. By setting a small weekly goal I got to practice with my own personal development growth goals. In particular, we discussed how to focus on being more open and more decisive.

The course has provided me with great insights in important personal and leadership skills. The added value definitely is the combination of a theoretical background, some specific practice and a realisation of your own personal development plan.

My sources of inspiration:

- Manson, M. (2017). The Subtle Art of Not Giving a F*ck.
- Voss, C., & Raz, T. (2016). Never split the difference: Negotiating as if your life depended on it.
- Duhigg, C. (2012). The power of habit: Why we do what we do in life and business.

INDIVIDUAL CHANGE PROJECT

Trek: vegetarian cooking and travel guide

The past couple of weeks I have been busy with starting my own travel- and cookbooklet. The idea is to inspire meat lovers to cook vegetarian meals more often. The goal is to design a booklet which not only contains simple vegetarian recipes for inspiration but also tries to shine a light upon personal change and changing eating habits. Throughout the book travel stories will be combined with local dishes.

By being open towards various cultures and learning from their culinary habits, the reader is offered inspiration to reflect on their own eating habits and lifestyle. During the change project every participant is assigned a personal coach. I experienced the coaching sessions with great positivity and fun in which I learnt a lot about myself.

I really enjoyed the lectures on effectively presenting yourself, negotiation and the impact of appreciative inquiry. One of the key takeaways from the past couple of months concerns the importance of knowing the other by truly listening.

In the future, I think I would enjoy working as a project/engineering manager who's not only responsible for the final product, but more importantly how that final goal is reached. How the assets and personalities of team members can be combined to create harmony between a safe, pleasant working environment and results. I would like to experience how you can use your own emotions in a goal-oriented way to inspire others and make a difference.

Leadership is not a skill learnt by reading some articles on the internet. Instead, I believe it's about who you are, your relationship with others, and the willingness to reflect and improve on that. In order to change the environment around you, and to inspire others, you need to change yourself and feel inspired first! In the future I would like to keep improving on my communication and leadership skills.

Ravi Baligudam

India | MSc Computer Science



“

*Leadership and learning
are indispensable to
each other.*

-John F. Kennedy

”

Hi, I am Ravi Teja, 23 years old currently pursuing a Master's Degree in Computer Science Department. I have applied and joined the master honours programme; change leadership and management to understand what it takes to be a change leader and wanted to fill in the shoes of being a leader and experience it myself as my father always says, "Be a leader and not a follower". Joining the honours programme additionally to my master study programme was a challenge that I was willing to take and it has helped me broaden my knowledge on leadership and management skills.

As John F. Kennedy once said, "Leadership and learning are indispensable to each other", I believe it is the constant learning by doing, listening, inspiring others, empathizing with others, and improving oneself are that makes a change leader.

Every student was assigned an individual coach in the last quartile. My coach Ineke Wagenaar and I discussed few situations and ways to overcome those issues. For example, I usually tend to overthink a lot before working on it and this is mainly due to past failures with respect to the same current task. The insights from the coaching helped me in overcoming this fear of failure due to overthinking. The coaching sessions were very insightful, fun as we went on a hike for most of the sessions and the lessons or tips provided are helpful not only for my personal growth but professional growth as well.

INDIVIDUAL CHANGE PROJECT

Coping Mechanisms and Cultural Diversity

For my change project, I conducted a workshop on two main topics; how to deal with the stressors by explaining various coping mechanisms and how communication can be affected due to various cross-cultural behaviours (Hogg, 2012). These are the two main issues that every international student face not only during their studies but at the professional level as well and it is important to understand them and learn how to deal with them.

For first session, various coping mechanisms were explained and an exercise was conducted to ensure which type of mechanism works best for them. The later session was more interactive and fun by discussing how various cultures influence communication between different cultures people. The workshop was a great opportunity for me to showcase myself as a change leader and apply the knowledge gained during the lectures.

The main takeaway from this course and the individual project is believing in myself, having a growth mindset to whatever the task at hand can be and taking an initiative. There is always room for improvement, and it is up to us how we look at things. The lectures during the first two quartiles have given me a better perspective about leadership. There is no such thing as a perfect leader, every leader changes and adapts to various styles depending on the context (Anderson and Sun, 2017).

The individual project and coaching helped me improve myself and also help others by sharing information and giving them an opportunity to better themselves.

A big thank you to my fellow change leaders from whom I have learned many things that I would like to incorporate in my daily life and to my professors who have inspired me to continue my journey as a change leader and created an experience that I would never forget.

Joost van der Plas

The Netherlands | MSc Financial Engineering & Management



“

To improve is to change; to be perfect is to change often.

- Winston Churchill

”

Hi, my name is Joost van der Plas and I am currently pursuing a Master's in Financial Engineering & Management. When I applied to join the Change Leaders Honours program, my main goal was to further develop myself and learn how young students can have an impact on change. Throughout the Change leaders program I developed my soft skills which has made me, together with my technical background, a more allround leader. Throughout the programme I obtained valuable new insights into how to successfully achieve change.

I think the change leaders program is a very unique experience from which I will benefit in the years to come. Being able to analyse and describe yourself at such a young age is very valuable.

Throughout my student life I have always tried to challenge and further develop myself besides my studies with the Change Leaders programme as the icing on the cake. I see personal development as a never ending challenge, which goes well with the famous quote from Winston Churchill: *“To improve is to change; to be perfect is to change often.”*

INDIVIDUAL CHANGE PROJECT

deBetaStudent

Together with a team of students, I manage a startup called deBetaStudent. This is a fast growing platform where talented technical students and companies come together. On our platform companies have the chance to promote their vacancies, (thesis) internships, events and student jobs.

My goal for the individual change project was to set long term goals, define clear vision and create an internal structure for deBetaStudent. In other words, to take the next step and become more professional as an organisation. Aside from the progress made within the startup, this project also gave me the opportunity to develop myself personally. I further developed my entrepreneurial and hands-on mindset. As well as, creating new business opportunities and coming up with creative solutions to complex problems.

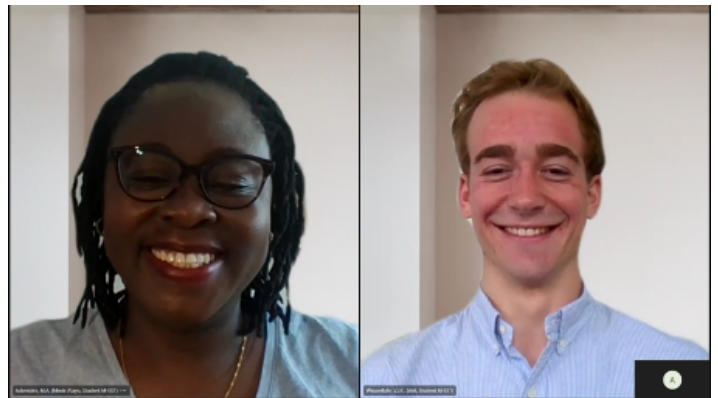
In the future, I hope to work as a strategy consultant where I can incorporate change in various environments. One of my key takeaways from the change leaders program is the importance of convincing others of the change you want to accomplish. In my opinion this is especially important in consulting where you have to convince your clients of your change in strategy which can be harder than the solution itself.

Finally, I would like to thank all the professors and teachers who took the time and effort to create such an amazing Honours Program. As well as, all my fellow Change Leaders, the best of luck and I hope to stay in touch with you all!

PEER GROUP | 2

Mavis Adombire | Veit Wasserfuhr

During our weekly meetings we discussed the skills learnt in the context of our personal development and discussed the implementation of theory into our everyday life. A very open atmosphere emerged through our meetings which created a safe space to discuss vulnerabilities and personal issues. We think that it was very helpful that we had met face-to-face before which kickstarted our communication. Although we have different backgrounds we could build on top of our shared values and beliefs. During each meeting we shared our experiences and reflected on recently encountered situations, which we used to identify each other's strengths and to support.



Mavis Adombire: The Insight Discovery Report indicated that I am a Directing Reformer. The report was precise and gave me a perspective on my personal style, decision making, key strengths and weaknesses, communication style and the value I bring to the team. The suggestions in the report fed into my personal development plan and laid the foundation for my coaching sessions.

Veit Wasserfuhr: The Insight Discovery Report indicated that one my most dominant color is yellow, and the other dominant colors are blue and green. The report was interesting to read and helped me in my reflection and personal development process.

Mavis Adombire

Ghana | MSc Educational Science and Technology



“Greatness lies, not in being strong, but in the right using of strength, and strength is not used rightly when it serves only to carry a man above his fellows for his own solitary glory. He is the greatest whose strength carries up the most hearts by the attraction of his own.

- Henry Ward Beecher

When I applied to join the Change Leaders (CL) program, my main aim was to develop myself as an entrepreneur. I got more than I expected. The CL program was an incredible personal development journey for me. Not long into the program, I realised that the change I sought in my organisation needed to start with me. I have learnt to practice tactical empathy, effective negotiation skill, presentation skills and active listening skills. By the time the program started, Covid 19 restrictions had become our new normal. I got through the Covid situation by telling myself, "No matter how you feel, Mavis, never have a zero-day of academic work". This mindset helped in some ways to keep me focused.

INDIVIDUAL CHANGE PROJECT

Empathic behavioural training – The basis for competent action in social situations

My change project sought to train Ghanaian students between the ages of 10 – 14 years on competent empathic action. Empathic behaviour is a competent action that involves the sub-process of perception (personal goals and the other), appraisal (problem at stake, goal and emotions of the other), consideration (pre-empting consequences on self and the other), decision making and consequences (Roelofs and Sanders, 2007).

The first three subprocesses are key in empathic choices. Appraisal and consideration are metacognitive activities (Preston et al., 2020), and some students are unable to engage in these activities.

The change management theories that I used the Appreciative Inquiry (AI) skills, Presenting Yourself Effectively, and Cross-cultural Management Skills. The project was co-created with the students (Stouten et al., 2018). AI was used to co-create the change workshops. The co-creation of the project was an opportunity for me to practice my active listening skills.

The decision to join the CL program was one of the best decisions of my life. I got to know myself better. The coaching part of the program was deeply valuable to me. I learnt that in order to be empathic towards others, I needed to be empathic towards myself. I learnt how to have difficult conversations whilst being mindful of the emotions and goals of the other person. I also learnt the art of setting boundaries for people.

As the coaching progressed, I realised that I become more confident in handling difficult situations in which I needed to have difficult conversations and set boundaries.

I judged myself less for the choices I made a day in day out. Also, because my coach took me through handling difficult conversation, I have learnt that the feelings and emotions of other people are valid. At the same time, I adjust my truth and reality to find a middle ground without being too emotionally incensed about it. I wouldn't say that I have reached a level of perfection. All I can say is that I am proud of the progress I am making *"to carry the hearts of people by the attraction of"* my own.

Veit Wasserfuhr

Germany | MSc Educational Science and Technology



“

The only constant thing in time is change

- Heraclitus

”

The reason why I joined the Change Leaders Program was because I had a lot of questions. I was searching for answers concerning a definition of change, change processes and topics closely linked with change. After each session I was ever more surprised about how theory and practice are related, how many change approaches and relevant variables there are and about the discrepancy between what is and what ought to be.

The remote classes and workshops were very interesting and helped me to get used to virtual environments. Furthermore, it highlighted the new magnitude in which change can happen, not only locally but also globally.

INDIVIDUAL CHANGE PROJECT

Homage de la Data

The aim of my change project was to provide a presentation on the topic of data. In order to see if change happened, two questionnaires were developed to assess if a change in the perception of issues was induced by watching a video I created.

Creating the video was a long and tedious process of researching, finding the right formulations and embedding the topic into a story. In order to create the presentation, I integrated the suggestions made during the workshop on presentation skills and this article about presentations (Anderson, 2013).

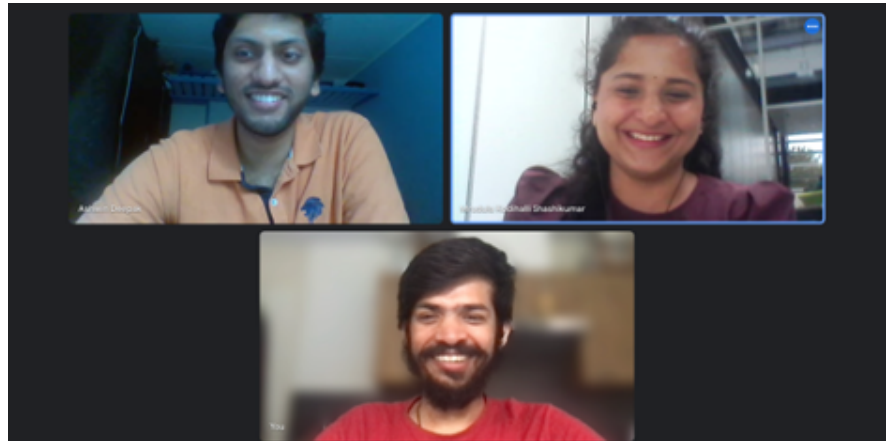
A great book that inspired my presentation and perspectives about the topic is a book by Davidowitz (2018) as well as many presentations and interviews.

The decision to join the Change Leaders Program was the right one. It answered many of my questions and opened up new questions. I learned a lot in the theoretical part of the first quartile, where we had great and inspiring literature to read, like seven transformations of leadership (Rooke & Torber, 2009) and Bik (2016). Moreover, the article about grounded theory by Wolfswinkel et al. (2013) provided a very interesting approach. The coaching helped a lot because my coach asked me many questions which provide perspective. I have learned a lot about presentation and about what it takes to initiate change. Ultimately, adapting to changing conditions is one of the best strategies when values, beliefs and attitudes are incorporated.

PEER GROUP | 3

Akshay Prasad | Mrudula Kodihalli Shashikumar |
Ashwin Deepak

As a group, it was interesting to see how each of our personalities added value to our activities. Akshay was focused on getting work done and sticking to deadlines. Ashwin was focused on the structure of our activities and picking out details that went unnoticed. Mrudula ensured that our activities were more lively and fun. One of the main outcomes of our group discussions was that it had greatly helped us in developing our personal development plans.



The fact that we had very different personalities helped us in discovering our individual blind spots. We had also helped each other in formulating a better plan for our individual change projects. Due to the pandemic, we couldn't meet in person for our group discussions. Though it was all online our discussions were quite fruitful and it greatly added value to our personal growth.

Mrudula: My Insights discovery report represents that I have a personality colour that is somewhere between red (Director) and yellow (Inspirer). The colour is Orange, which means I am a motivator. To the most extent, the report was accurate. I was especially interested in blind spots and things to improve in myself. It is true that it is easy for me to react to my ideas rather than have a controlled structure. Hence my personal development project was more focused on developing the discipline.

Ashwin: From the insight discovery report, I got to know that my personality had a dominant blue colour (observer) with a bit of green (coordinating). Therefore my personality is described as a coordinating observer. The report was very accurate about my strengths and weaknesses, something that my peers, friends and family have confirmed to be true. My weaknesses are more concerned with communication, productivity and stretching my boundaries of comfort. Therefore a personality development plan had been developed to improve me in these areas.

Akshay: My time with the group was fantastic, and I was able to learn a lot from a diverse collection of people. The insight discovery revealed that we are distinct individuals who approach plans in completely different ways. I am a red-oriented person with a lot of energy who is focused on getting things done within severe deadlines. In terms of personal development plans, the coach assisted me in dealing with confidence issues as well as providing guidance on how to cope with listening challenges in general. My personality development plan assisted me in improving my listening skills, as I am a good speaker but not a good listener.

Akshay Prasad

India | MSc Computer Science



Hi, my name is Akshay Prasad and I am a Master's computer science student. I applied for the Masters Honors programme and specifically for change leaders and management as I was interested in my personal development and some more discoveries. I learned a lot of things during the program and it has given me a lot of confidence in myself as a person. I realized that compassion, empathy is really important to be a good leader along with being an ambitious leader. Through the code, I got the perspective of being a leader and also how to achieve/approach the goal of being compassionate towards people. A small glimpse of what I learned is that I knew I am a growth-oriented person and can become a wonderful leader in the future but I never knew about my calibre.

“

*“Leadership is a language game” and
“I believe I can learn stuff because I have learned stuff”*
-Chriss Voss

”

I truly believe that, “Leadership is a language game” and “I believe I can learn stuff because I have learned stuff”. For me staying at home especially made me a lazy person and I was cursing myself saying this is not what I’ve come for from another country and I motivated myself slowly and steadily by keeping small goals and keeping my brain occupied always and not giving a chance for the negative thoughts. It was also a time of realization for me to keep going in life by not backing down and know myself as a strong person and that’s one of the reasons I admire the Change Leaders and Management programme a lot.

My sources of inspiration:

- Voss, C., & Raz, T. (2016). Never split the difference: Negotiating as if your life depended on it.
- Manson, M. (2017). The Subtle Art of Not Giving a F*ck.
- Preston, S. D., Ermler, M., Lei, Y., & Bickel, L. (2020). Understanding empathy and its disorders through a focus on the neural mechanism.

INDIVIDUAL CHANGE PROJECT

Togetherness

I have a lot of interaction with bachelors students at the University of Twente because of my campus housing and I understood that they are looking for some strong articles that help them to get things done on a quick note. I started to write articles about technical journals that I've learnt in my tenure. I started a moment called "Let's learn and grow together" in the name "togetherness". The idea is to bridge the gap between the students and the working professionals. Once I wrote the articles I was letting working professionals do the review and add up the content if they feel something is missing. Thus, I tried adding value to the content from an industrial perspective. Finally, I started to reach out to students through social media like LinkedIn, etc and the response was quite astonishing. To improvise my personal development coaching helped me as well. I set my audience clear as students and working professionals. The link for my article is as follows: <https://akshayprasad199503.medium.com>. So now I am thinking about making this "Togetherness" to another level by collaborating with tutorials who is conducting coaching for the students and I want to bring this out absolutely free of cost.

This course made me see myself as a leader through some of the great insights about leadership. Also, I learnt in the course through some of the great lectures that leadership is not about knowing things it's about practice. We need to practice them in day to day life to inculcate the behaviour and the traits of becoming a great leader.

From my change project, I learned how to connect to the audience and tried to increase my social connection as well through the blog. Also, I got my leadership traits out by initiating the project and reaching out to people and letting them

know it is beneficial is a good thing for me personally and boosted my confidence as well. Through personal development coaching, I got to know that for any leader to be successful the reviews are quite important and it helps to grow in the future development plans.

Mrudula Kodihalli Shashikumar

India | MSc Electrical Engineering



“

The people who are crazy enough to think they can change the world are the ones who do.

-Steve Jobs

”

From a young age I somehow ended up being the leader of the group. As I got old enjoyed spending my time and energy into helping people. I have a plan to build a team and have a company of my own in sustainability sector. As I want to bring change and be a leader, change leader Honours gave me a great opportunity to learn and develop in a safe environment. Having a technical background, I was not aware about lean leadership, Cultural identity and how an organisation solve change problems. Lecture by Erwin Hans on Changing Health Care systems was really inspiring. Moving forward I would take learning on Lean and Identity leadership and apply in personal and professional life.

INDIVIDUAL CHANGE PROJECT

Restructuring project management and organisational structure of Green Hub

The personal change project gave me an opportunity to change and develop an Individuality. I set my goals in the begin of the quarter with the help of Insights Discovery by Frans Stel. I realized I have strong insight in brainstorming ideas and starting a transformation project. However, I do not have strong hold on Continuing the project with the same enthusiasm. Hence my personal project focused on developing the discipline in various aspects of my life. I divided my goals into Professional goals; Personal Goals; Creativity Goals; Self- Growth/ healing goals. Though I achieved most of the goals I was unable to achieve personal goal which I set for myself. I had set myself to run 5k by end of June. When discussed with my Coach, I realized that I set myself high goals when I am happy/ excited and fail to follow it through when I am felling down. Also, in the coaching session a interesting perspective came to light that, I look forward to the day when there is excitement or there is something new to look forward to do and I do not enjoy mundane task. Hence coach Cornelis suggested that to keep one exciting task in a day. This approach of adding interesting and exciting task on a daily basics has helped in the time of Master Thesis.

(Balogun, 2005) inspired me to think beyond the planning and taking actions and seeing changes as planned actions. (Nisbett, 2004) gave me an interesting perspective on western and Asian culture difference. Being an Asian myself I had many confusions on western culture difference and why people do what they do was really confusing.

This book made me understand western cultural and their difference. As I individual I am a very talkative person. Though I listen to people to some extent, I usually express more than understanding other person. (Van Quaquebeke, 2018) helped me understand active listening.

I understand how to talk to people and encourage them to feel comfortable and more importantly listen to them.

Ashwin Deepak

India | MSc Sustainable Energy Technology



“

Be the change that you wish to see in the world.

-Mahatma Gandhi

”

I had joined the change leaders honours programme primarily to challenge myself and to work beyond my comfort zone. I had first heard of the programme a year ago when a friend of mine chose to plunge into the course. Seeing the change in him, I also had thought this is something I needed to do. I felt that I needed to do more to give back to this world and for that, I needed to take up the challenge. As I'm doing a master's in Sustainable Energy Technology, there is always a desire in me to see the world changed for the better. From the saying of Mahatma Gandhi, "Be the change that you wish to see in the world." and that is exactly why I had joined the change leaders. I have big dreams of doing contributing towards a better world. And this dream of mine is inspired by the many change leaders in our society. Working during the covid has been quite difficult, especially in keeping up the motivation.

For me, the best thing to keep me motivated is to make sure I'm connecting with nature. In these times, I often forget to do so. So having a walk among the trees did wonders for me.

My personal coach was quite friendly and comforting to talk to. We had worked on my speaking skills, specifically focusing on the ability to do small talk and presenting. There was some visible change but I guess it would still require a consistent effort to improve. Further, we also worked on how I should manage my time. Weekly goals were set to improve on them. The key aspect on this issue would be in staying motivated, my coach helped get some clarity on what makes me motivated.

Sources of Inspiration:

- Mansoori, Yashar. (2017) "Enacting the Lean Startup Methodology."
- Ajzen, Icek. (1991) "The Theory of Planned Behavior."

INDIVIDUAL CHANGE PROJECT

Sustainable Housing: A smarter and cooler alternative

For the last quartile of the change leaders, we were required to do a project implementing change. I had chosen my long time term dream of working on a sustainable housing startup idea. The goal was to understand the challenges and opportunities of Indian sustainable vernacular architecture. Followed by this I had worked on assessing the attitude of my focus group over such houses, persuading them of the value of such a house thereby possibly influencing their behaviour towards these houses. These houses are designed to reduce energy consumption for maintaining a comfortable indoor climate and also use sustainable materials for construction. These houses used to be mainstream at one point in time but have lost their charm over the years. However, these houses would have a unique role to play in the sustainable energy transition and therefore is of great importance. Some key literature I relied on was the one on lean startup methodology (Mansoori) that helped me to decide the methodology I would follow. The theory of planned behaviour (Ajzen) helped me in getting further insights into what determines an individuals behaviour. The two key factors that impact this are motivation and ability. For my specific project, the motivation could depend on an individual's sense of aesthetics or even lack of knowledge. On the other hand, the ability is concerned with how practical it is for an individual to own a sustainable house. Thus the theory helped me to better plan my change action.

The most valuable takeaway from this programme would be the knowledge I've gained about myself. It was very interesting to see how much our inherent and unique personalities impact our life. Besides this programme has introduced me to a wide variety of literature that I would say is quite useful for my career as well as personal development. I believe I haven't changed much since doing the course but at least

now I know how to become a change leader. I am working on that now and I would continue to do so.

PEER GROUP | 4

Sterre van der Voort | Sam Althoff |
Sophie Schmidt | Tim Elderhorst

After every lecture in the 3rd quartile we met up with our group. It was nice to see how we sometimes had similar views on the lectures, while sometimes we had very different opinions on what was taught. Overall we enjoyed working together, and we thought that the collaboration was pretty easy-going. We learned from each other and from each other's colours, which helped in better perspective taking, understanding oneself and the others and reflecting upon one's own behaviour. Besides all the serious matters that we discussed during our meetings, we always started chatting with each other about all sorts of things, usually more fun and less serious. It is a shame that we were not able to meet each other in person during the lockdown and get some drinks in the city. Which would have been a great opportunity to get to know each other even better.



Tim is primary blue and secondary red: reforming observer. He is a logical, analytical and independent thinker. He is also a curious person who likes designing products and systems. At work, Tim is an ambitious person who wants to deliver high quality work.

Sterre is primary green and secondary yellow: helping supporter. She cares a lot about other people and works best in teams where people are personally interested in each other.

Sam is primary blue and secondary green: coordinating observer. I choose logic, correctness, honesty and determination. Whilst being independent, curious, a perfectionist, and precise. This allows me to stay sharp, straightforward, and effective.

Sophie's main colour is yellow: inspiring helper. Also above average were green and blue and she scored very low in red. She highly values relationships and best performs in teams when matching on an academic but also on a personal level, which turns work into fun.

Sterre van der Voort

The Netherlands | MSc Sustainable Energy Technology



“

It is our choices... that show what we truly are, far more than our abilities.

-Rowling (1999)

”

Hi! I'm Sterre and I am studying sustainable energy technology at the University of Twente! To be honest, I joined the master program Change Leaders mostly to get into contact with more fellow master students of the University of Twente. Besides this, I also liked the program of course, since I do think that we need leaders to solve the large issues this world is facing at the moment: refugees, wars, racism, discrimination, climate change, and so on and on. My source of inspiration is, besides others Michelle Obama, she shows that things are possible and I respect that a lot (Obama, 2018). This is all related to my personal development plan and coaching sessions. With my personal goals as starting point, my (great) coach and I were able to discuss the things I personally run into during professional life. During the change project, I also had these situations, and we could thus discuss these while they were actually occurring. I have learned a lot from these coaching sessions, both about myself, my working style, and my reasoning behind my behaviour.

INDIVIDUAL CHANGE PROJECT

A more sustainable Voedselbank Leeuwarden

For my individual change project, I researched the sustainability situation at the Voedselbank Leeuwarden. The Voedselbank is a place where people can get food for free if they are not able to buy that for themselves. Since the entire organization is run by volunteers, they are not spending a lot of time on sustainability. I am figuring out if small things in the behaviour of the volunteers might affect the sustainability negatively, and how to 'change' this.

For the first time, I'm conducting interviews for a research and applying the theory of appreciative inquiry in real life (Hoogendijk, 2015). I'm trying to apply the concept of lean and green to explain that adopting a kind of lean culture at the Voedselbank might result in a more sustainable situation (Hasle and Vang, 2021; Puspani, van Dun, and Wilderom, 2020). To help me with that, I hope to apply some concepts of social learning (Hogg, van Knippenberg, and Rast, 2012).

Next to coming into contact with fellow Change Leaders, the content of the program enriched my knowledge in this area. At the start of the program, I had not read any social papers, because why would I with my beta (science) background? The first few weeks were therefore a real challenge: understanding the concepts in the papers was very hard. However, additional to learning about the content of the papers, I learned how to understand them and grasp the theory.

I learned that it might be possible to combine my background with being a change leader. Even though I'm still not sure if I even want to become a leader in

the future, but at least now I know how people that are leaders 'work' and that they actually are able to bring change!

Sam Althoff

The Netherlands | MSc Business Administration



“

When you talk, you often repeat what you already know. When you listen, you often learn something new.

-Dalai Lama

”

I joined the change leader honours programme because I wanted to do something extra besides my study. Since my master degree of Business Administration specializes in HRM and change management, I saw this as a perfect opportunity to continue working on these topics, and with an amazing group of diverse people.

My inspiration came from the people close to me, my peer students, the teachers, and the hunger to learn something new. I am grateful for the lessons and skills I learned during these courses. Especially, the Insights Discovery and the lecture about appreciative inquiry by Cees Hoogendijk appealed to me, which I will continue to work with in the future.

In my opinion the individual coaching and the PDP have been the most useful, valuable and informative undertaking of my whole year. In the past months I have encountered myself and my behaviour countless times, and I have gotten to know myself a lot better. I have learned about nonviolent communication or collaborative communication with regards to seeking harmony in myself and relationships. But also about perceptual positions. Both which helped me understand myself better, and find ways to communicate to others more effectively.

INDIVIDUAL CHANGE PROJECT

The future of education: what do students think?

My personal change project focusses on how people have experienced and managed last year. I tried to combine my story and the story from students and employees in a magazine. I also asked them about their expectations for next year and the future of higher-level education, such as Universities, after the regulations for the COVID-19 pandemic have cleared up. I have combined this with news articles and academic papers from scholars, such as Bakker et al (2020), Boelens et al (2017) and Popa (2020), that have written about this topic.

For the interviews I tried to use appreciative inquiry as a principle to get the most interesting information from the interviewees (Hoogendijk, 2015; Van Quaquebeke & Felps, 2018). The lectures of the Honours programme have been useful during this project (such as appreciative learning) and the findings of my small research will allow me to propose new ideas on the organisation of education based on the views and expectations of stakeholders.

I gained a lot of new insights on what it takes to be a leader. This is not only determined by the environment you operate in, but also the people you surround yourself with, and based on the impact you wish to make. Each scenario asks for a different version of yourself, and I intend to be the best version of me when needed. The lessons learned from all my teachers and the guest speakers were inspiring and valuable. My individual change project allowed me to further reflect on the past year, based on my own story and others. Their stories were not only interesting to listen to, but also a lesson for me on how to deal with difficult situations in ways I could not have thought

of. It has brought me closer to the person I want to be(come) and prepare me for the future ahead. I hope this study and my interest in coaching and consultancy will be bring were I feel at peace, and were I am able to inspire as many people as have inspired me.

Sophie Schmidt

Germany | MSc Clinical Positive Psychology and Technology



“

Always important and a song to be stuck in your head: “Don’t Stop Believin”.

-Song: Journey, 1981

”

Hey, I’m Sophie, I am 23 years old and study Clinical Positive Psychology and Technology. The source of my inspiration is my curiosity. I love learning, growing and developing myself and thought that taking part in the Honours Programme Change Leaders will give me the opportunity to grow academically and personally. I was excited to learn about theoretical and practical aspects about leadership and its implications and was looking forward to developing my skills and getting to know new insights and perspectives in this area that enable me to maybe become a leader with a positive change impact myself one day.

Among the biggest motivations for taking part in this programme was to get inspired by meeting current change leaders. I appreciate it to learn from and interact with people who are determined, dream and follow their vision, who made

a positive impact with their work and support young talents. Also, I valued the opportunity to meet future change leaders and getting to know their motivations and aspirations, so that we can learn from and with each other.

For my change project, I organised a workshop and by preparing and holding it, I had the opportunity to practice my leadership skills and work on my personal development goals. Along the process of preparing the workshop, doing an internship at a psychiatry, and writing my Master thesis, my coach Aleksandra was a great source of support and help, always having an open ear and supporting me in my personal change goals.

INDIVIDUAL CHANGE PROJECT

Everyday Happiness

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (WHO, 2018). This quote states that health is not only the absence of illness or the presence of physical health but also about the presence of well-being. Especially now during the COVID-19 pandemic during which importantly much focus lay on physical health, mental well-being was often neglected. At the same time, our brain is ‘wired’ to generally notice negative aspects easier, an evolutionary holdover that preserves us from threats and dangers (Vaish et al., 2008).

This combined creates the relevance to seek for positivity in our lives and increase our mental well-being actively. For my final change leaders project, I chose to hold a workshop on “Everyday Happiness”. Following the insights that I gained during my master’s in Psychology and applying the skills learned during the Change Leaders project, I held a workshop in which I explained the mechanisms behind being happy and practical applications for daily use (for practical application possibilities see Bohlmeijer & Hulsbergen, 2018).

Overall, I enjoyed the time of being part of the Change Leaders cohort 2020/21. I love how much new content I learned, how many new experiences I made and how many new perspectives I got to know. It was exciting learning every week something new and discussing and exchanging knowledge with other motivated people. Positively recollected are the lectures on emotional intelligence, changing health care systems, consulting, and appreciative inquiry, many thanks to the lecturers! Especially highly valued was the ‘Insights Discovery Report’. I know who I am, still reading about myself in those

clear words and having one’s characteristics sorted into certain dimensions helped me to better understand myself in general and in group constellations in particular. Here, it was very valuable to work with people with different personal insights profiles as we supported each other to see things from different perspectives and could therefore learn with and from others. A big thank you to everyone who has been part of this journey!

Tim Elderhorst

The Netherlands | MSc Industrial Design Engineering



“

The people who are crazy enough to think they can change the world are the ones who do.

– Steve Jobs

”

Hi, my name is Tim and I'm a design engineering student at the UT. I chose to do the master honours programme because I wanted to learn some extra things outside of my own study programme. I chose the change leaders programme because it appealed to me the most, especially because of the combination of leadership skills and the focus on personal development.

What inspires me to move forward is my ambition to achieve great things and my dream to create a better future for myself and others.

In the 4th quartile, every student was assigned an individual coach. The purpose of coaching is to help you overcome problems, and to develop your character. Together with my coach we discussed situations that happened to me during the quartile, and what I could develop about myself in order to grow.

INDIVIDUAL CHANGE PROJECT

A startup for startups: how to start a business?

For my personal change project I wanted to learn more about entrepreneurship. I did some research about how to start up a small company. The goal of my company is to help other start-ups with the technical aspects of product design and product development. After 5 years of studying product design, and over 1 year of working with different start-ups as a product designer, I learned that I have a lot of value that I can bring to other companies. I would like to share my knowledge and skills, in order to help small businesses to succeed!

For example, we found out that I can sometimes be too passive in certain situations. After we found that out, we talked about what I could do to improve myself. I experienced the coaching sessions as being fun, as well as helpful for my personal growth.

I think that the skills and knowledge that I learned in this programme will be of great use to me would I ever be in a leadership position, but also outside of that it has added to my personal growth. I liked the lectures about leadership in quartile 2 because they gave me a lot of insights about leadership, and how I can best apply it myself. Something that especially struck me in quartile 2 was a paper by Daniel Goleman (2000) about different styles of leadership. It stated that there are 6 different styles, and each style works well in a certain situation. Another thing that really stuck with me was the lecture about personalities by Frans Stel in quartile 3.

Since this lecture, I try to apply the theory about different personalities by estimating the personalities of the people I meet, and adjusting myself to that. What also made an impact on me were the lecture about appreciative inquiry (Hoogendijk, C. 2015), and the lecture about presenting yourself. These lectures only lasted 2 hours each, but they completely changed my view on these topics after experiencing the power of these techniques. Lastly, I liked reading Chris Voss's book about negotiation (2016), as it taught me about the psychology that forms the basis for every negotiation.

In the future I would like to apply the lessons I learned during this programme. We learned many valuable lessons about different subjects, which we can apply to our own life from now on. Appreciative inquiry and presenting myself are skills that I would like to further improve at. I would also like to learn more about the different styles of leadership, and how I can improve these different styles for myself.

COVID EDITION

The covid excuse that helped me survive: "This is the time where no one is interfering and no obligation and have opportunity to look inside yourself".

- Mrudula

For the past year we have all been in the grip of the Covid-19 pandemic, something that has also affected our studies. Being locked up in your apartment makes it easy to get stuck in a rut or to lose motivation. What helped me through the pandemic was to set small, easily attainable goals. Achieving small goals helps you to be more motivated. Also, don't forget to do physical exercise every now and then. This will help you to clear your mind.

- Tim

After over a year of studying from home, I think everyone has found their own ways that work for them. Personally, my covid tips that helped me through are: create routines for yourself. Wake up at the same time. Go for walks in nature. Listen to podcasts and read books. Take this time to reflect and learn more about who you are and what you want in life. And lastly: connect to people through online platforms! :-)

- Carolina



Worst covid excuse:
"Sorry, my connection was gone."

- Sophie

For me staying at home especially made me a lazy person and I was cursing myself saying this is not what I've come for from another country and I motivated myself slowly and steadily by keeping small goals and keeping my brain occupied always and not giving a chance for the negative thoughts. It was also a time of realization for me to keep going in life by not backing down and know myself as a strong person and that's one of the reasons I admire the Change Leaders and Management programme a lot.

-Akshay

COVID EDITION

By the time the program started, Covid 19 restrictions had become our new normal. I got through the Covid situation by telling myself, "No matter how you feel, Mavis, never have a zero-day of academic work". This mindset helped in some ways to keep me focused.

- Mavis

Working during the covid has been quite difficult, especially in keeping up the motivation. For me, the best thing to keep me motivated is to make sure I'm connecting with nature. In these times, I often forget to do so. So having a walk among the trees did wonders for me. -

Ashwin

Worst covid excuse: Network issue, cannot switch on the camera.

- Ravi

Worst covid excuse is: I can't do sports; I'm only allowed to Netflix on the couch with a blanket, a cat (or two), hot chocolate (or wine). In addition, my main covid tip is: Taking care of yourself.

- Sterre

The past couple of months I spent lots of time with my roommates.

Taking time to relax with others keeps you socially active and motivated: daily life stays a bit unpredictable, which makes things interesting even in these challenging times. Moreover, it helped me to set small daily goals. By achieving these goals I remain productive and motivated to keep on working. Staying at home did make me more lazy regarding regularly exercising.

- Mark



My worst Covid excuse would be 'I don't have a webcam' or that my microphone is not working during lectures (and especially the breakout rooms). My advice to everyone would be to keep engaging with others and talk about the issues or difficulties you are facing.

- Sam

Epilogue

Dear reader,

We, as Change Leaders, are proud to present this final booklet, informing you about our activities during the academic year 2020-2021 for the Master Change Leaders and Management. During these three quartiles, we have learned a lot about change management, ourselves, and each other.

Our change adventure started on Tuesday 10th of November, when we all walked in the classroom in the Ravelijn building. Mound masks, 1.5 meters and hands sticking of disinfectants characterized our first meet quite accurately. These restrictions also made communicating hard at first: we would sit at our own table and were not able to mingle. However, a corona-proof group photo and some introductory exercises later, more conversations started to flow and a group was formed.

Unfortunately, the physical activities ended quite quickly when the restrictions sharpened again. The lectures and workshops were moved online and meetings with peer groups were, as you can see in the photos, mostly done online as well. This of course changed the dynamics of the group, although casual conversations were possible, it was very different compared with physical lectures. However, we just continued and were able to adopt to this change very nicely as the change leaders that we are.

So, even though we came from all parts of the world and were sometimes in very different phases of our life, we worked together throughout the courses and were able to learn from each other. I am very looking forward to the future, where all of us could be the next change leaders that the world needs.

In the theme of the last one and a half years: I wish you all the best and stay safe!

Best regards,
Change Leaders Cohort 2020-2021



Final Seminar

9 July, 2021









Which one word do you associate with the Change Leaders Honours programme?

Mentimeter

self-discovery
growth
transformation
awesomeness
unique
inspiring
progress
experience
challenge
reforming
awareness

REFERENCES

- Anderson, C., & Duarte, N. (2013). How to give a killer presentation. *Harvard business review*, 91(6), 121-125.
- Anderson, M. H., & Sun, P. Y. T. (2017). Reviewing leadership styles: Overlaps and the need for a new 'full-range' theory. *International Journal of Management Reviews*, 19(1), 76–96. <https://doi.org/10.1111/ijmr.12082>.
- Ajzen, Icek. (1991). "The Theory of Planned Behavior." *Organizational Behavior and Human Decision Processes*, vol. 50, no. 2, Dec. 1991, pp. 179–211, [https://doi.org/10.1016/0749-5978\(91\)90020-t](https://doi.org/10.1016/0749-5978(91)90020-t).
- Balogun, J. &. (2005). From intended strategies to unintended outcomes: The impact of change recipient sensemaking. *Organization studies*. 26(11), 1573-1601.
- Bakker, A., Verbree, A. R., & Schuurman, T. (2020). Hoger onderwijs in tijden van corona en wensen voor de toekomst: Voorlopige resultaten van een vragenlijstonderzoek onder bètastudenten. *Utrecht University*, doi:10.13140/RG.2.2.35781.47849.
- Bik, O. (2016). The governance of a quality-oriented culture-In search of congruence. *Maandblad Voor Accountancy en Bedrijfseconomie*, 90, 431.
- Boelens, R., De Wever, B., & Voet, M. (2017). Four key challenges to the design of blended learning: A systematic literature review. *Educational Research Review*, 22, 1-18.
- Bohlmeijer, E., & Hulsbergen, M. (2018). *Using Positive Psychology Every Day: Learning how to Flourish*. Routledge.
- Davidowitz, S. S. (2018). *Everybody lies: Big data, new data, and what the internet can tell us about who we really are*. Arper Collins.
- Duhigg, C. (2012). *The power of habit: Why we do what we do in life and business*.
- Goleman, D. (2000). *Leadership that gets results*.
- Hasle, P. and Vang, J. (2021). "Designing better interventions: insights from research on decent work" *Journal of Supply Chain Management*, 57(2), 58-70.

REFERENCES

- Henry Ward Beecher Quotes. (n.d.). BrainyQuote.com. Retrieved June 20, 2021, from BrainyQuote.com Web site:
https://www.brainyquote.com/quotes/henry_ward_beecher_124703
- Hogg, M. A., van Knippenberg, D., & Rast, D. E. III. (2012). The social identity theory of leadership: Theoretical origins, research findings, and conceptual developments. *European Review of Social Psychology*, 23(1), 258–304. <https://doi.org/10.1080/10463283.2012.741134>.
- Hoogendijk, C. (2015). Appreciative Inquiries of the 3.0 kind.
- Manson, M. (2017). *The Subtle Art of Not Giving a F*ck*.
- Mansoori, Yashar. (2017). "Enacting the Lean Startup Methodology." *International Journal of Entrepreneurial Behaviour & Research*, vol. 23, no. 5, 7 Aug. 2017, pp. 812–838, <https://doi.org/10.1108/ijebr-06-2016-0195>.
- Nisbett, R. (2004). The geography of thought: How Asians and Westerners think differently... and why. Simon and Schuster.
- Popa, S. (2020). Reflections on COVID-19 and the future of education and learning. *Prospects*, 49:1-6.
- Preston, S. D., Ermler, M., Lei, Y., & Bickel, L. (2020). Understanding empathy and its disorders through a focus on the neural mechanism. *Cortex*, 127, 347–370. <https://doi.org/10.1016/j.cortex.2020.03.001>.
- Obama, M. (2018). *Becoming*. Penguin UK.
- Puspani, N. S., van Dun, D. H., & Wilderom, C. P. M. (2020). Lean and green behaviours in logistics and transportation in developing economies. Paper presented at *27th EurOMA Conference 2020, Warwick, United Kingdom*.
- Rooke, D., & Torbert, W. R. (2009). Seven transformations of leadership. *The essential guide to leadership*, 41.

REFERENCES

- Roelofs, E., & Sanders, P. (2007). European journal of vocational training Towards a framework for assessing teacher competence Senior researcher at the Psychometric Research and Information Centre of Cito, the Dutch National Institute of Test Development in Arnhem. *European Journal of Vocational Training*, 40(2007/1), 123–139.
<https://files.eric.ed.gov/fulltext/EJ776614.pdf>.
- Rowling, J. K. (1999). *Harry Potter and the chamber of secrets*. Bloomsbury.
- Stouten, J., Rousseau, D. M., & De Cremer, D. (2018). Successful organisational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, 12(2), 752–788. <https://doi.org/10.5465/annals.2016.0095>.
- Vaish, A., Grossmann, T., & Woodward, A. (2008). Not all emotions are created equal: the negativity bias in social-emotional development. *Psychological bulletin*, 134(3), 383.
<https://doi-org/10.1037/0033-2909.134.3.383>.
- Van Dun, D. H., Hicks, J. N., & Wilderom, C. P. M. (2017). Values and behaviours of effective lean managers: Mixed-methods exploratory research. *European Management Journal*, 35(2), 174-186.
- Van Quaquebeke, N., & Felps, W. (2018). Respectful inquiry: A motivational account of leading through asking questions and listening. *Academy of Management Review*, 43(1), 5-27.4.
- Voss, C., & Raz, T. (2016). *Never split the difference: Negotiating as if your life depended on it*.
- Wolfswinkel, J. F., Furtmueller, E., & Wilderom, C. P. (2013). Using grounded theory as a method for rigorously reviewing literature. *European journal of information systems*, 22(1), 45-55.
- World Health Organization (2018). Mental health: strengthening our response. Retrieved from <https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>.

