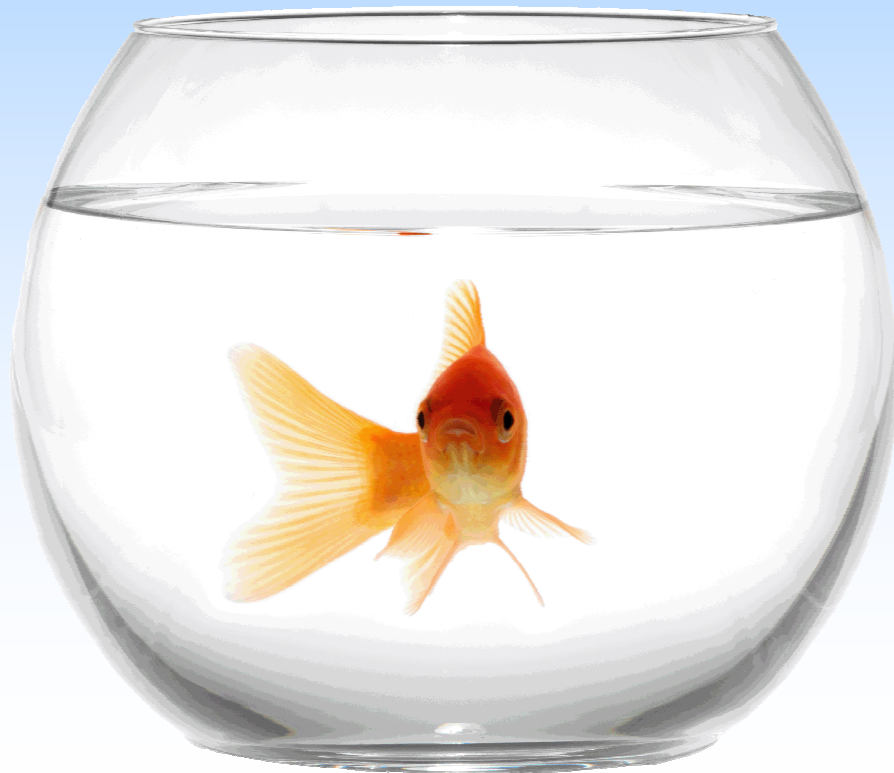


# the **change** leaders



UNIVERSITY OF TWENTE.



# the **change** leaders

## A Master Honours Course

Academic year 2013–2014

University of Twente

In collaboration with



## Introduction

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**D**uring the program we have worked with leadership concepts that are formulated by Amaranta Karsiens. These concepts are the handles to understand situations and to talk about it. These are concepts that are not easy to understand, but within the “learning” group this different language works well.

One of the principles is that ‘way of being’, ‘behavior’ and ‘result’ in a situation are connected. The behavior is the act you can see from the outside. The way of being is an interior feeling, which is fed by two things: success formulas (the patterns of thinking that are positive) and stop rules (the patterns of thinking that are negative and stop you from acting freely). By evaluating situations like this, you can see more clearly the patterns in yourself. It is very important to do not judge good or bad when you inquire this.

You can recognize situations that were not going well, when you were in the never-ending game, feeling anxious and being trapped in a pattern. In the next step, it is about being possibility; stepping out of the never-ending game and have freedom in behavior. Here you can use the three ways of conversation: giving space, taking space and sharing space.

Possibility is a word that returns multiple times in the program. Creating possibility concerns a vision for the future and provided the people involved with the things they need. This is not in terms of goods, but more about the working environment; if the right questions are asked, if there is an open atmosphere and everyone can do something that they’re good at, there are more things possible in terms of concrete results.

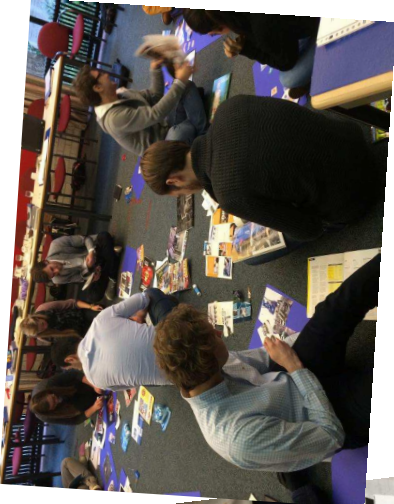
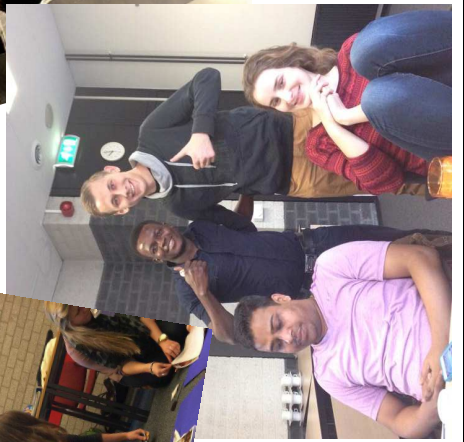
A leader has a big influence on this, but it is not the only directions that a leader gives. He/she has to cover four attitudinal aspects: commitment, responsibility, being in relationship and integrity. A good leader makes sure that a common goal and individ-

ual needs are taken care of, that there is openness and trust and the group feels the identity of the group.

These concepts helped us to analyze situations and to create a different behavior to make things possible. During the two or three days modules, the concepts were explained and we worked with them through ad-hoc exercises. Every week coaching sessions were scheduled to keep a discipline throughout the course and to talk about situations in the week before or after.

This introduction do not aim to explain the concepts of the course to the audience, because it would a booklet itself. This is a simple reminder of the concepts we have seen as students during the course.





## The Change Leaders Honours group 2013-2014

Rico van Leeuwen	"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." – Jack Welch.	Page 5
Stefanie Gunia	"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." – John Quincy Adams.	Page 12
Job Egberink	"You have to think anyway, why not think big?"	Page 17
Erik Bookholt	"Flying fish are famous for flying, but must of the time they just swim." – Michiel Wolbers.	Page 23
Stysia Chromik	"Leading a way out of the shadow"	Page 28
Robin Beijen	"For God's sake, choose something you like, and not because you think it will be good for your career." – Rijkman Groenink.	Page 32
Annemarleen Kersbergen	"The secret of happiness is freedom, the secret of freedom is courage." – Thucydides.	Page 38
Bitá Mirzaei	The future has many names: For the weak, it means the unattainable. For the fearful, it means the unknown. For the courageous, it means opportunity." — Victor Hugo.	Page 42
Inge De Jong	"A leader... is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind." –Nelson Mandela.	Page 47
Pavel Cholakov	"The best way to predict the future is to invent it." – Alan Kay	Page 52
Remco Balk	"It's okay, and it's also okay." – Elisabeth Aveskamp	Page 58
Viola Neumann	"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us." – Marianne Williamson	Page 63
Aniek de Mors	"Do something different instead of more of the same"	Page 66
Giorgio Oliveri	"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will." – Vince Lombardi	Page 70
Riccardo Bortolameotti	"The measure of who we are is what we do with what we have." – Vince Lombardi	Page 74





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

*- Jack Welch.*

**R***My name is Rico van Leeuwen, 25 years old, and during this leadership development program my project consisted of two phases. First it involved the writing of my master theses at Accenture.*

During this period I had several people who were involved: Ivo Wenzler (Change Managing Director), Rutger Deenen (Change Manager), Rens Barnhoorn (Mentor, Change Analyst) and Menno de Jong (University Professor, University of Twente). During the project Rahela Doosen was my coach. Table 1 gives an overview of what was the result and possibility of my project. However, before I go more in-depth, I would like to mention that the course has given me several insights into my own being. These five things play a central role in this article and may thus be slightly abstract. I therefore suggest for further reading. Anyways, this is my top-5.

## Fight of Flight

When there is a new group, or a new member enters the group, I became aware that I act from my stop rules and success formula's. I like to call this my 'fight or flight' modus. I will use the example of a completely new group. My pattern is to either show my 'strong' behavior (be loud, be controlling), or be 'submissive' (observe, and reject everything internally) and want others to approach me. I learned that everyone experiences his or her own stop rules or success formula's. For me, by initiating a conversation with one person, or the entire group I can help myself to become more comfortable, and thus become a better team member. Also the taking a step back is also a possibility by just saying, I will listen and observe maybe. The latter I have not yet tried.

## Afraid of Failure

When I am working, I tend to worry and think a lot, especially when I am not sure whether I am doing things well (afraid to fail). Often this 'worrying' is not necessary, and by making it concrete what someone wants (me to do), it helps to have less worry

because the instructions are then clear. For example, my manager wanted me to do extra work, but the way he explained it to me was not clear at all. I know that normally I would walk away because he informed me and I would feel bad to tell him that I didn't understand. I now know that this will only put me in my stop rule, and therefore now try to summarize and then ask him whether this is correct or not. I noticed that I am starting to become quite good at this now, especially since I have been working with it over and over. I can also just .. be honest and say that I do not understand it. This is going quite well as well. It feels like a relief if I do this. This also help to reduce my 'I always aim to please' rule. Because if I understand what the other wants from me, then I do exactly what he wants, and thus there is no need to please. By learning to manage my time I also reduce this.

## Being in a relationship

I learned that this is one of my biggest learning points. Via the program I learned that my blindspot is that I sometimes do not acknowledge the other person. This comes from a frame of a fear of rejection or that I'm not good enough (both stop rules). I

Desired result on 27th of June 2014	"Possibility"
Graduation: - Finished Master Theses * 20 experiments - Reports for Accenture * One pager * Facilitation manual - Talked with friends about what kind of job they see me do: * Project Management * Coaching & Training * Sales / Consultancy - New Project - Career: * Applied at Accenture * Called BlessingWhite & Applied (UK)	The organization: I will give; discipline, commitment, integrity, enthusiasm  Project team members: Being a contribution through enthusiasm, variety, cooperation, adventure  Clients/buyers: Inspiration & enthusiasm - they participate in the game and are enthusiastic about the game, and inspired to work harder  You as project leader: Self-development, research, leadership, adventure

**Table 1.** Overview of the results and possibility of my project

ented or avoid contact at all (listen, observe, analyze the situation) initiate tasks. These are all behaviors that result in the worst loss ever: the relationship. I am starting to see that when I share information about myself, about who I am, about my day, or just be quiet and actually listen to what the other has to say (listen, summarize, ask new questions), it will help me to calm down more.

To give two examples: When I am in a new group, I operate from the stop rules and success formulas and tend to listen, analyze and observe. Because I do this, I think I believe I have the right answer (success formula this is the way to work), and it invokes resistance, and ends in a poor result (no relationship, no nice way of working). A second example is my general pattern in life (my fish in the bowl). Again, this is also task oriented. I have al-

ways been on my own (not playing with kids at kindergarten, middle school & high school, fitness), worked on my own (go home after college), determined everything on my own (when and how I worked), and avoided being in relationships (first relationship ended last year). This is my 'more of the same'; just keep working and being on my own. I can break free from this, by being possibility, by being in a relationship (join communities I like, team sports, go out and meet people, call friends to do things, talk to random strangers, go drink coffee with colleagues; basically, socialize, organize social events (birthday parties) and have a social profession (I noticed that this makes me happy).

## Giving, Sharing & Taking Space

I also learned that my giving space abilities are strong. Second my sharing space, however, I lack the taking space ability. I don't mind taking space when it does not matter, or does not involve me, however, when it does, I find this scary and do not do this and then enter into my stop-rule. By training my taking space ability (how to properly do it, so I can communicate on a friendly manner, not on an arrogant manner), I will be able to calm down more, increase my confidence and become a better team player. It will also increase my self-confidence. I therefore go out more now, to practice my social skills.

## Openness

I experienced what it was like to have a lot of

change, anxiety and maybe even little depression. With the help of the triangle I can now identify where it is coming from and what I can do about it. For example, when I get annoyed or distracted a lot at work, I now know that it comes from stress or tiredness that I am just pushing away. I therefore take more breaks now. As a side effect I can now see this in others and empathize when and if they ask my help. I can understand it now when someone has a depression. On top, I like to be the possibility of someone whom people can come to, to connect, to befriend, to tell their stories to, who listens. This requires personal leadership and open up myself, be vulnerable.

## Wanting to please

Especially when I am nervous (new situation), faced with hierarchy or when I know someone will judge me, I tend to go into my 'I need to please' modus: may not say no else they won't like me, I must help, I must be friendly, never go into a confrontation, I always aim to please. During my theses I noticed that this does not work anymore. I get too much work on my plate and then lose the overview of what I have to do. Even if I create a planning. I get stressed out and it takes my health. I kept on going, because my success formula was that I must always succeed (perseverance). In the program I learned that my health is way more important, and that sometimes I need the confrontation. I am thus trying to see myself (my health) as my own and most I do this by taking my weekends off now, and do other things, and when I get the request to do something, I now start to ask questions like "how much time does it take?", "what is it about, and what is my role in it?", "what do you ex-



pect of me if I accept it?”, or “can I think about that and examine if I have sufficient time for it?”.

## Additional results

Career focus: Due to the high amount of reflecting on my own behavior and thoughts, I have also noticed that I have chosen the ‘wrong’ study, and that my passion (skills, interests and unconscious behavior) is more into the social and organizational psychology / international business strategy & HR. I love communication, but more the inter personal communication. I like to think from a systems perspective and teach others new things. My idols are Anthony Robbins and Ben Tiggelaar. Top organizations are Gallup and Blessing White.

## Setbacks

During this entire period, I have experienced several setbacks. I will discuss personal and professional setbacks. Personal were tiredness and lack of confidence, due to immense change (moved to my old city, started to live at my parents again for the duration of my internship, my project was not the way I wanted it (led to a lot of confusion)) and possibly having intense levels of stress (bad health due to tiredness, low money, no friends, insane work pressure). Project related were that my project was not the way I wanted it to be, having a lot of difficulty aligning business needs with university needs while also wanting to have a personal interest in a field, and having to re-adjust my theses several times.

*How did you deal with them?*

At first, I slightly defended my own standpoint, then

later on I just let it slide and did what they wanted me to do, and seeing if I could align those two (university and Accenture) ‘demands’. After every set-back, especially the ones where I had to redo parts of my theses, I took a day off, thought about how I should improve the work, and then I worked at it again. By taking a day off, I could recharge again, and thus look at everything with a new perspective again. Because I did this, it enabled me to re-create the end-picture to motivate myself again.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

The past five to six months I have learned a lot. Especially in the last two months where I finally got more insight into the end result of my theses. Because neither my manager, my university professor or I had any idea on how to analyze the data or what the end point of my theses would be, I was really confused and in a downward spiral. It basically all started when I decided that I was responsible for my own project and that I was ‘working there for myself, and by doing so I produced a result that the organization would benefit from’. During my next meeting with my manager I could act from freedom, and I did not have the need to impress him. I had decided on which route to take. During the meeting he had a lot of questions, critical questions, but because I understood all the material, I was able to explain him what I was actually doing. He even mentioned that I made a mistake some-

where, and we laughed about it. He was right. The same pattern occurred in the meeting with my university supervisor, where at first I did what he said, but later when I understood the theses, I was able to keep the correct route. Again we both laughed when I took a wrong turn, and the he (the professor) but me back on track. Because I created a clear picture of where the project needed to go, I was able to determine the route, and determine the roles for everyone. Me as a project leader, and them as supporters. Loved it. Taking the step from victim to leader was hard. I still have a hard time because it is new behavior and I still fall back very often, but I can climb back by having a clear picture of the future.

In regard to this picture, about my career and path of life, this is still not yet clear. I am still searching for myself, my purpose and how I can produce value that comes from within me (intrinsic motivation). I believe that there is something in someone that drives him or her. Some are born leaders, and some are born coaches for examples. I have discovered that I am passionately interested in cultures, systems (biological, societal, etc.), talking in English, presenting, becoming a better communicator and that the subject that passionately interest are about leadership, coaching, engagement, happiness, relationships, engagement in life, human potential, wellbeing, personal growth and mastery. However, I do not yet know how to ‘bring this into this world’. I am grateful though that I have discovered this during this program.

I am getting more and more confident though. I have learned that I produce results when I have a clear end picture, and that once I have it, I should

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make it visual. From here on, the more relational I become, the more I can relax and work towards that goal, and thus become more relationship and process oriented.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming?*

I guess a turning point came at the end of April / half of May, and occurred after I have been hitting a sort of large brick wall in what I would like to achieve, and that frustrated me, a lot(!). I especially notice this when I am in a new environment, or a new team. I noticed that I showed how awesome I was (ego), or avoided contact (flight). Because I have been in several new groups lately, I was able to see the same pattern in others, with their own behavior. Because I know this of myself, and that the 'strong, ego centered' approach often calls out resistance, I try to be more relational. First I wasn't aware of this pattern, but due to the course I am able to see this and it's sometimes ineffectiveness.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

I really noticed that when I have an intensely high work pressure, I find it hard to accept coaching. I tend to forget the suggestions that the coach has offered, and thus not do them. However, when I have less on my plate I find them quite nice. For example, my coach first mentioned that I placed myself above the others when they are talking about their career and judged them as being less, or sometimes even judged myself as being less when they did better in my eyes. Later on, I noticed

the pattern in someone else, and this person was an exact mirror of me, which resulted in me having some sort of irritating feeling and then noticed that the coach was right.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

My successful pattern is not connecting, observing and comparing, and doing things on my own way; thus not creating connection, seeing myself as better or less than others. I talk a lot to myself in my head, then there is one moment (usually around the end of the day) that everything snaps, and I become present in the moment, produce results, and become more confident. I usually say to myself "ok, and now It is enough", or "I do matter! I can do this!". This moment is triggered because I notice how ineffective I'm being. Sometimes, it does not even happen during a day and I stay in my success - pattern and tire myself. Thus, before is; disconnected, in my head, comparing myself to others, taking distance, asking questions only, gazing. After is; confident, openness, more in the moment, act from intention, humour.

I often experience this game when I am on my own and working when something is not clear. I often perceive others as better than I am then. I noticed that I can influence this game by connecting with others (small talk), call someone, have appointments with them (such as job interviews, 1:1 meetings, friends), giving presentations, having a lot of different social interactions with strangers, doing

math, designing presentations, talking out loud, arranging things for others. I also know that I do not like deadlines when I have to write something, but I do like deadlines when I have to arrange something (calling, mobilising people etc). Because of this project I have noticed that I am someone who flourishes when I have to organize things, sell things, or make things happen (drive things). I love motivating, steering, supporting, mentoring. I am glad that during this project I know better which way to go in regard to my career.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

### *Myself*

I sometimes I have this internal conversation where I compare myself, or tell myself I'm not good enough. When this conversation ends and I tell myself that I do matter, that I am ok, that they are ok and just want to help me, I become more present. But the 'just stop it' does not work. I have to mean it, with all my intention. I can do this by increasing my state (exercise and push myself, do positive self talk). I then become present, and act upon my intentions, without needing a good reaction. Basically I accept my surroundings. This leads to funny interactions with colleagues, or working hard (with focus).

### *Meeting with my manager*

I had a one hour meeting with my manager and before it started, I kept on telling myself that I was ok, and that he was ok. Also, that I did not need to impress him, but that I wanted his views on my theses. This allowed me to be show more of myself

and focus on the substance. Thus this led to a really inspiring, funny, and energetic discussion. We both laughed, and discussed quite intensely.

#### *Meeting about career*

Talked with a colleague about her career, and was really interested, without coming from a controlling, or I'm no good view. This led to her being interested in me as well.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

#### *Selfdoubt*

The biggest moment for self-doubt was the writing of my theses at Accenture. Selfdoubt led to me not being able to produce results. I was completely in my head, comparing myself to others, seeing myself as less than them, and thus leading me to avoid situations. This drained my energy, got me tired, drains health and happiness. I experience this more often in life, outside work as well.

#### *Energy*

When I push myself out of my comfort zone, especially in social, organizational or sport situations, I get A LOT of energy. For example, I gave a kick-ass workshop for Shell Leadership. I did a small workshop, in English, for several highly experienced leaders within Shell. I felt nervous, and asked whether my manager would do it so he could be certain that everything would go fine. He said 'no, you do it, I want to see how you do it'. This put me on the spot, and I knew I had to produce a great result, for them, because I knew I could do it. Result; they were impressed, I loved doing it, and

got energy from it. Behaviour, giving, sharing and taking space while being present. Thoughts; I don't know. I was completely present. Pattern: when I know things count, I go into the moment. When I push my comfort zone in regard to leadership, communication and relationship skills, I become present. This bleeds into the next days and increases my confidence.

#### *Disengaged vs. engaged*

I was working at Accenture, having a tough time because I was in my head a lot, talking rather negative and comparing myself. Then, at one moment I stopped, and told myself that I was ok, that there was no reason that I was not ok. So I started to work, type like mad. Once I lost my concentration I moved to someone who was new, introduced myself and now we're hanging out often when I am at the office. Result: did my work and got a new friend. Pattern: I have an inner struggle, but when I get out of my head and into the moment by socially pushing my comfort zone, I know that I can be funny, and 'be like water' (as Bruce Lee says) by being able to move through any situation smoothly.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

Aside from the expected results, I have also experienced unexpected results. Because I have become more present in the last past months, I noticed that the quality of my work has improved. This led to my managers being satisfied and me being more professional. As a result my manager asked me to help with a proposal (discuss the contents).

Also, because I was sometimes able to break the

pattern, I got a lot of colleague friends. I talk a lot at work and that is what I like. The me being able to be more relational has led to a better relationship with my mentor as well. We're able to connect on a friend manner now and share personal stories.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

When I am part of a group and I am able to do what I am good at, I become present and am a value to the group. I start to notice that my surroundings are asking me more and more as a coach, trainer, consultant (expert about high performance on organizational, team and individual development) or project manager because I have knowledge on how to develop a group. I feel comfortable there.

Also I during the project I noticed several patterns. In a new group, I tend to come on strong and tough or as avoidant and passive. Both lower levels of trust which leads to me not being able to add value. In one group where this happened, I decided to let it go, and just be the observer. Later on, I was able to take on the role of a brainstorm facilitator and role divider and we were able to deliver three concrete idea's on time. Loved it.

One other time there was a group, and I was asked to help. I did not have any idea on how I could help and thus listened and noticed that there was no structure what so ever in anything they told me. So I asked them "what is it that you want to tell me? There seems to be no structure". And they were like "yes, you're right". So I asked them on what

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they wanted to achieve, what the image would look like, and how much time and resources they had. Everyone got really enthusiastic, and I had the knowledge on what they wanted. With my strong ability to listen, ask critical questions and create a planning, divide tasks, I was able to give them motivation on how to achieve the project. Unfortunately I did not have any time to help them further. So what I have learned from both these examples, is that first being relational, and that listening, observing and asking the right questions are critical would a group want to succeed.

I also noticed that when I do not feel like I am part of a group, it drains my energy. For example, at Accenture I am an intern, which leads to me finding it hard to connect to colleagues on a professional level. Luckily there are some interns whom I can connect.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

For as far as I can remember, in my project it was hard to lead from a distance and delegate my work. The reason for this is that a master theses is not a proper project to work on I believe. During a master theses, you are mostly on your own. There were a few moments when I had a meeting with someone, and asked him or her to send me some information about something. This went quite well because I asked it from a position of service, and not from the ego perspective ("could you do this for me if you have time?").

*Please describe what have you experienced and learned in the area of commitment?*

I tend to commit myself to a result quite quickly, as in, I do it fairly quick and do not consider other possibilities. I usually choose within a few seconds, without examining other possibilities, or seeing whether I actually like it / whether it suits me. Once I commit myself to something, I will not give up, until I have succeeded, even if it drains my energy. The latter is something that I have learned, that I completely focus on my goal, and forget about the relational aspect (or even to take care of myself properly in regard to health). I tend to get attached to the result. I have noticed that when I create a proper planning (with a nice design and one in which I can easily see what has to be done and when) I can relax more. For me it is important to have a clear end picture, and I have to know exactly what has to be done. Then I do not get too attached and I can be more relational.

To be more relational, I also noticed that planning activities or meetings with people I have more relaxation. I get lonely when I am on my own, thus it is important to have people around me. Thus by having friends who plan things as well, or just initiate random conversations I can relax better. At work, I tend to forget this when I have a desk job. Therefore to solve this, it is important that I have a job with a lot of people contact. This builds confidence and gets me out of my head / doubting.

*Please describe what have you experienced and learned in the area of responsibility?*

Low self-confidence and self-esteem are my main sources for me being in the never-ending game (internally, and thus projecting this to the outside world as well). Therefore, I find it hard to notice, and step out of it internally. When I am able to do

so, and once it happens, I tend to automatically be more pro-active, work focused & engaged, humorous, playful etc. I do not judge then, instead, I'm interested and being able to listen well, communicate boundaries and be in the moment. In order thus to become a leader, a true (and official) leader, I still have a road to travel. I therefore do not believe I am ready yet to lead others, and teach about it.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

This one is a huge learning point for me. In my project, so far, I have not done this well enough, because I let myself get put off by hierarchy and the fact that others 'want things from me' (at least that is how it feels), such as a planning etc., while this, to me, distracts me from my work. Other relational things are that I was nervous for my manager, that if I did something wrong, he might fire me. Because of this, my social anxiety increased, I isolated myself more and eventually became depressed (and acted from my stop rules and success formula's all the time).

This was not good, and gladly I am slowly getting out of it. I have learned that the being in a relation is really important and that since this is such a large learning point for me, it is important to work on my self-acceptance, communication and people skills. If I do this, my confidence and ability to generate trust will increase and I will be able to be more of a value to the team.

If I could re-do my theses period, I would do either of the two things. I would get the three important



people around the table, and I would not continue before we have all agreed on something together (I know I would find it hard to communicate what I want in this conversation then though.. this is what I need to learn via training and self-acceptance) or I would communicate my need for social contact to them and how I can feel accepted within the group. If this is something that they cannot provide, and placed me on my own like now, I would first ask for other possibilities, and finally I might not even have accepted the position. I rather take the thing that I have to work for on my own slowly (by mixing activities) while maintaining happiness, than doing it fast and decreasing confidence and happiness, since the latter will not work for the both of us. Thus by being open, transparent, and involve others in the process, it can help me better.

*Please describe what have you experienced and learned in the area of integrity?*

Integrity is something I score high on. I do what I say, and say what I do. I value this, incredibly high. Discipline. When I have made an agreement with someone, I always want to keep it. I really do not like it when I cannot keep my promises, or have to change something that was agreed upon. I learned that, even though I sometimes resist, I will always tell myself that I have to finish it, because I started it, I choose to do it. During the project I have become aware of this and I now know that I can use this in my sales pitch ☺.

*Please describe what have you experienced and learned in the area of dealing with authority?*

Authority can sometimes be a problem, but not when I can "see them on the same level as I

am" (I'm ok, they are ok; the difference lies in experience, knowledge, etc. not that that person is someone who is a better person in general). For example, with my university professor, I can have energizing discussions. However, with my manager I tend to go into the submissive role, until I get tired of it and I am forced (because of my health, or stress level) to say "no". I still find it hard to communicate what I would like whenever they have the ability to fire me, rate me or judge me. I believe by building my taking space ability, I will be able to say "no" better, and communicate this in an appropriate way.

A other option is to work in an environment where they use a 360 degree feedback result with bending (asking feedback from everyone, and only looking at performance). In this way, no one has the power to fire me, which results in me being my full self.

*What means 'creating possibility' for you?*

Having ownership over an area (expertise) with hardly any boundaries, feeling part of something, and then contribute to the team, organization, or yourself in ways that give energy and provide value for both parties. Value in which others can add, or value that is appreciated just by the way it is. For me that is in motivating others, giving energy, being enthusiastic, communicate, organize, influence, steer, making things specific, lead, train, learn and teach things.

And not to forget...

*What has been of most value to you this last half year connected to the course?*

I have found the most value in the inquiring, and the new group setting. I know how I behave when I am uncertain, and insecure. I either do that by shutting down (avoiding) or going 'all in'. On top, I have received more insight into my own patterns such as;

- avoiding contact or going all in from a frame of not good enough vs. I am superior.
- losing my thoughts and putting them aside result in 'saying what the other wants me to say (gotten good at that, unfortunately, almost auto pilot), agreeing to everything

And, of course, the possibility to connect with people. Have friends that think alike.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

I have become more calm, and will become more calm in the future as well. They noticed that. I am more able to speak at the same level, however with respect, instead of coming from a frame of scarcity and 'not good enough'. More people want to hang out, lunch, and contact me. I like that.

*Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible?*

The most important elements were the triangle and the inquiring process. I probably did it the wrong way sometimes, because I was slightly depressed which resulted in me taking things personally though. But yeah, this is important to notice in yourself and communicate it to your surroundings. Glad I learned that.





*“If your actions inspire others to dream more,  
learn more, do more and become more,  
you are a leader.”*

*- John Quincy Adams.*

*My name is Stefanie Gunia and during this leadership development program I have worked as a project manager for the start-up company Horsebrands GmbH, which is based in Germany. The project involved setting up a new business channel. During my work as a project manager I have experienced several challenges, which however were significantly valuable for developing my leadership skills.*

## Short term Project & Results

*What is the desired result, visible and measurable, of your project/action plan by 27th June?*

The project goal is to establish a concept for a new business channel, since the start-up company is struggling a bit and needs to have additional revenue. They have asked me to do the project management for an online shop. The result of the pro-

ject on June 27th will be that the concept for this online shop is ready, including aspects such as product portfolio, designs and legal requirements. Furthermore, IT implementation will have started by then, and we will have a draft (beta) online store.

## Possibilities

For the organisation:

- More profit
- More brand awareness
- Possibility to expand their business operations (therefore: secure the jobs of their employees, make employees excited again about their job, which hopefully leads to renewed team spirit)

For the project team members:

- Acquiring knowledge

For the customers:

- An easier/more comfortable way to order online

For you as project leader:

- Acquiring knowledge
- Being able to apply the concepts I learn during the workshops

## Measurable result & Setbacks

The concept of the new online store is done including product portfolio and IT requirements. Currently, we are in the design phase. After that the IT implementation will start.

Setbacks I encountered were, that in the middle of the project the boss of the company did not see me as the project leader. Our weekly scheduled meetings did not take place and it was expected from me to do all the work. Furthermore, deadlines were not met.

*How did you deal with them?*

It took me a while, but I sat down with the boss and told him how I feel. Furthermore, we talked about the beginning of the project, where we agreed on the fact that I am the project leader. Additionally, I told him, what is in it for him and the company, if I take over the role of the leader again.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

At the beginning of the program I had problems to detect the never-ending games within myself and in the professional environment. I was able to see them in my personal life, when I interacting with friends and family. However, coaching helped me to be able to detect them more easily. Since then I was more aware of my stoprules and success formulas. Furthermore, at the beginning of the project I was more focused on the behavior of others. I have recognized that I am the person I have to focus on, because I can steer my team with the way I behave.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming?*

The turning point to understand the so-called blind spot from the fishbowl model, was the coaching sessions. I truly understood my patterned behavior only when the coach described, how she sees me and the whole situation. This gave me a different view of my patterned behavior and it helped me to be not that ignorant of my behaviors anymore and I tried to act "differently" rather than "more of the same".

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

I accepted coaching, because I realized it gives me a valuable insight into areas I would not recognize by myself. It helped me to recognize my patterns, by reflecting on them during coaching and to hear the opinion from someone, not part of the project team. This sometimes gave a different and valuable viewpoint.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

I am an ambitiousness person, which is constantly working on several projects (university, honors program, part-time job, second part-time job for the honors project etc). I have a hard time saying no, and therefore I am taking on more on more projects. Since one of my success formulas is to always work hard, I was always able to master the stress. Then we had the workshop about the sticks and it really opened my eyes, that I am doing way too much. That day I decided I have to change something.

The next morning I received an email from my part-time job, delegating an additional, extensive project. I remembered the workshop from the day before and decided I have to act. I immediately sent an email to HR without thinking a lot about it, asking for a meeting; since I am working overtime each week already and that I cannot take on another project. After sending this email (which I would never have done before) I felt very relieved and free. The meeting with HR and my teams

was successful. I was able to explain how I feel and that it is simply not possible to take over the responsibility for the delegated project. My opinion was taken very seriously and my teams changed their processes in order to make it more efficient for me, so that I do not have to work over-time anymore.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

### *Situation One*

One of my team members writes her bachelor thesis for the company. Her thesis is very important for the new business channel, because she is analyzing the product portfolio. There was a phase, when she was very demotivated. I approached her and tried to motivate her by telling her what possibilities are there for her by working on the thesis/project. My "way of being" was in line with my behavior. I told her that I believe in the project and I was enthusiastic about the possibilities it offers. I think, that my "way of being" convinced her, because she was motivated again and shortly after our conversation she delivered her product portfolio input for the project.

### *Situation Two*

One week went very, very well. That week I emphasized the results/ possibilities we could achieve, when we continue working this efficiently. My "way of being" was in accordance to my behavior; I was highly motivated, because I have experienced that I am able to motivate, inspire and cheer up my team members. This in turn motivated me even more. The result of "being possibility" was a very good

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team spirit and efficient teamwork.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

### Situation Three

I always need a second opinion to see if my approach is correct. If I do not get the reassurance, I cannot be sure that I am on the right track. The underlying success formulas and stop-rules for this pattern are:

- + I must always be perfect
- + I must always do my best
- What do you expect from me
- I must always make the right decision

This pattern has a lot of costs: First of all, it is very time consuming to wait for confirmation. Furthermore, my mind will continue to think and worry about it and I will not be open for any other thoughts. Therefore, this pattern takes away a lot of my energy. Whenever I recognize this pattern now, I try to behave different and tell myself: Just do it!

### Situation Four

There was a time, when my boss cancelled our project team meetings. For a little while, I was unsure how to behave and I just went on with the project, although I really needed input from the whole team. When I recognized the underlying success formulas and stop-rule, namely

- + I must always work hard
- + I must always do my best
- I will solve the problem by myself
- I always want to be liked
- I must always succeed

I noticed that I need to change my pattern in order to get a good result in my project. I stepped up to my boss and requested a meeting. Since I have practiced this situation with my group during one of the workshop and I got a lot of valuable tips on how to phrase it, which gestures to use and how the tone of my voice should be, I felt prepared for it and very confident. I made clear how important the meetings are for the process of the project. The result of this conversation was, that since then we have regular meetings again and everyone is more motivated to get the project done.

### Situation Five

I always worry too much; that is my typical pattern, which costs a lot of energy I could need for other things. In week 13 I had two conversations (boss and my landlord) I was afraid of. I recognized my usual pattern and tried to stop worrying and thinking about what could happen- that made me feel freer. And in the end both conversations went very well.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

There was a time when my boss gave me very tight deadlines, but never met his own deadlines. At that time I did not confront him about it, I rather avoided the confrontation. My usual "way of being" was influenced by the following success formula and stop rule:

- + I am nice and friendly
- I want to be liked by everyone.

The result of my behavior and "way of being" was additional stress for me, because I had to do most

of the work. When I recognized this, I decided to change something, since I cannot do all the work. I talked to my boss about the situation and acted according to "being possibility". We talked about what possibilities are in there for him and how important his support is for the project. Since then he is working more efficiently.

### Situation Six

I would like to mention a situation, which is not connected with my project, but it has surprised me a lot and had a huge impact on me. During one of the workshop I have learned, that there will be a point, where the project/tasks one is doing will be too much.

When I received an email from my main job one morning, delegating a whole new project to me, I recognized that it is time to make a choice. Normally, I would have tried to work harder and to accept this project, but I finally stood up and sent the HR director an email. I told her, that I already work overtime, that it is not possible for me to take on another project and that I would like to schedule a meeting with her. After I sent this email I felt very good and "free".

### Situation Seven

I am a person who always meets the deadlines, but mostly sharp. Therefore I decided to step out of my pattern and decided to start right away with what has been on my mind since a while. The first thing, which came up was finding a master thesis topic. I spent two days completely focusing on finding an interesting topic. I presented the topic my supervisor and he approved it.

Now I am able to fully focus on my remaining classes and finishing the project successfully, instead of constantly thinking about that I need to find a topic for my thesis until September.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

For a group to function effectively, it is important to communicate well and clearly. All group members need to understand the message and share the same vision of the project. Furthermore, it is important that everyone can explain their own ideas and feelings freely. In order to have a productive team, I have experienced in Workshop II, how important it is to have a division of roles. A group needs a leader, who provides structure and encourages effective communication.

Since I am the leader of my project group, I had to learn how important it is to be able to influence others based on who I am; the so-called “way of being”. I realized that if I change my “way of being” I change the results I produce. Furthermore, the four attitudinal aspects of leadership influence the group work to a high degree (please find more on these aspects below). Additionally, the workshop about the behaviors (giving space, sharing space and taking space) has helped me to deal with different situations.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

In order for the project to be successful, I had to

delegate, because I could not do everything by myself. For example, I needed input from the IT expert and design recommendation from the graphic designer. Furthermore, the restricted time frame put pressure on me to delegate tasks in order to get it done in time. But delegating can be difficult. You need to be able to make unreasonable requests and not be afraid of getting a “No” as an answer.

*Please describe what have you experienced and learned in the area of commitment?*

Usually I am always highly committed to results; whether at university or at work. Through this program I have learned that you should commit to the result but not be attached to it. I experienced, that when I was committed to the project but not attached to it, I felt freer and was able to behave more from possibility.

*Please describe what have you experienced and learned in the area of responsibility?*

I have experienced, that the attitudinal aspect “responsibility” is highly important in order for the project to be successful. At the beginning of the project I had a lot responsibility, but as mentioned before, there was a time, when my boss did not see me as the project leader anymore. During that time the process of the project was non-existent, since no one took his/her responsibility, including me. After several skype-coaching sessions, I realized, that I need to take on the responsibility again in order to reach results.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

The attitudinal aspect of “being in a relationship” is also highly important in order for the group to function and to achieve results. I had an experience at work, where I really recognized it. A new employee is going to be part of my project group and I do not really get a long with her and normally I avoid her at work. Since she is joining the team, I have to change my pattern. She is a kind of person, which has a lot of authority and which seems very tough. If I do not change my pattern, I know that she will be able to intimidate me and that I cannot lead the group effectively. Therefore, I will approach her, communicate and try to get in relation with her.

*Please describe what have you experienced and learned in the area of dealing with authority?*

I have problems in the area of dealing with authority. This might be accounted to my culture; Germany is a country with a high power distance. Therefore, it was sometimes difficult to accept tips in this area from my coach, such as talking with my boss about my feelings when he took over the project leader for a little bit. In Germany you do not talk with your boss about your feelings. Therefore I think, it depends on the culture you are working in on how you deal with authority.

*What means ‘creating possibility’ for you?*

“Creating possibility” means that you do not look at the past; you rather look in the future and imagine the possible results. You are open to inspiration and experiment with the successful outcome of your project. Furthermore, you think about the values of the completed project.

By using this future-oriented view there is more possibility to exceed your expectations, and you

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are not hindered by the judgments of the past. Moreover, this approach can be helpful when having a setback, because you focus on the successful future and let go of the past. It is easier for you to go on this way.

### And not to forget...

*What has been of most value to you this last half year connected to the course?*

The most valuable thing has been to notice when I fall back into my old patterns and to change that in order to feel more free and to worry less.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

In general, I have noticed that I worry less about things. In other words, I am not that attached to the results anymore. I have experienced several situa-

tions, which have shown me, that as long as you are committed to the result, there is no need to be attached to it- it will work out. One situation was for example, that I had a job interview. My normal pattern would have been to prepare all possible questions plus the "perfect answers", but this time I told myself: I know what my qualifications are and I know that this position fits my background, skills and passion. No need for extensive preparation. I was totally comfortable during the interview and I actually enjoyed talking to the HR manager. Normally I am always very scared during interviews. Furthermore, I try to do not engage in power-games with friends and family whenever possible, which saves a lot of energy and makes relationships more harmonious. Additionally, I am trying to use unreasonable requests more often, which makes life easier.

*Through active ingredients that made change in your way of being possible?*

The most active ingredient was the intercommunication with the other students. It helped a lot to talk freely about the models, experiences, setbacks and the like with persons, who actually experience the same. We gave each other support and shared how we dealt with specific situations.

Furthermore, the coaching sessions helped to get a better picture of the models and theories. The sessions were very important to me in order to reflect on situations and my behavior, which helped me to understand my behavioral patterns. Additionally, coaching gave me different outlooks on the situations at hand.





“ You have to think anyway,  
why not think big?”

**J** My name is Job Egberink and during the experiential part of the honours programme, I have worked as a research intern for Combi Terminal Twente and as a graduate intern for CGI. In both projects I experienced how to work or lead in situations with multiple stakeholders involved. These stakeholders had different requirements, triggering me to use the different leadership techniques learned in the programme in order to further develop my leadership skills.

## Project & Results: research intern @CTT / Bolk – Argus

Project investigation in the form of a report. Also a presentation is given to the three companies (CTT, Bolk and NexusZ). Interviews, validations, architec-

tures, requirement analysis, criteria table for deciding on products. These all led to a specific recommendation for the companies involved.

## Possibilities

Functioning as an eye-opener for the companies involved, by showing them that their current approach to the problem isn't the optimal approach. 'Just' replacing their current board computer system won't solve the problems they encounter. It is more than that and I showed and explained this in my extensive report. To experience doing research within a small company, guided by the University of Twente. Learning how to keep both the companies (CTT, Bolk and NexusZ) and the University of Twente satisfied while both parties might have different interests.

## Measurable results & Setbacks

As measurable result, I handed in a report with the aforementioned contents. These results were also

presented in a powerpoint presentation.

As setback, the supervisors from the companies kept giving me new information or areas to research. This way the project would be too big and too complex. After approximately 10 weeks of the project, they decided they only wanted me to focus on a specific part about the board computer solution. This way, most of my previous research would have been otiose.

### How did you deal with them?

I explained them that in such a short project duration time, the project couldn't cover so much of their expectations. I explained them why this was the case and also that I should have a proper scope and that I just can't keep adding new information or research areas because the project size (scope) would be too big then. I tried to keep as close to their wishes as possible, but when they at once came with the suggestion to focus on one specific part of the truck, I was surprised. I dealt with this by continuing my current research on the broader part as requested before. Next to this, I did some research on the specific part of the truck, but just not so much that it would take much of my

## Job Egberink

time. I needed to do this in order to convince them that the problems they were encountering were much broader than they initially expected.

## Project & Results: graduation project @CGI

*What is the desired result, visible and measurable, of your project/action plan by 27th June?*

An approved proposal, a conceptual framework to empirically investigate and a big start with the literature study.

## Possibilities

To experience doing research within a big consultancy company, guided by the University of Twente. Learning how to develop, test and validate quantitative research. Learning how to keep both the company (CGI) and the University of Twente satisfied while both parties might have different interests. To experience what it is like to work in a big company which is located in the West of the Netherlands while always having lived and studied in Twente.

## Measurable results & Setbacks

My proposal and conceptual framework are handed in but I'm waiting for feedback from my supervisors, a meeting is scheduled for Monday June 16.

Not being integrated in the company, nothing was prepared for the day when I was supposed to start here (as agreed upon). F.e. it took more than 3 weeks to hand out a laptop for me to work with. Walking around in a company where I barely know anyone since my team members are always at the client and therefore not at the office. Also, was I expected from me regarding my proposal? How should I approach this? Next to this I was having a hard time getting in contact with my first supervisor from the University. I want to graduate as soon as possible, having to postpone meetings which are agreed upon doesn't aid in that..

*How did you deal with them?*

Making appointments with the other team members in order to get in contact with them. It helped me with the scoping of my proposal in my orientation phase. As for the part of walking alone in a company where I barely know people, I contacted some people and asked them if they know any other graduation students since I couldn't find them myself. Since I couldn't get in contact with my supervisor for almost 2 weeks, I decided to work on the proposal with the approach which would be the best in my opinion. I handed in this work and he seemed happy with the initial results. For meetings in the future, I am going to schedule them weeks in advance so the chances of him not being able to make it should reduce.

## ResultPlus

*How would you describe your Journey of the last 5 months? Describe a starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

The experimental part wasn't what I expected as first. Since I consider myself as a really down to earth person, it felt unnatural to approach situations as it was done in this course. I was stubborn in the start, I had to change myself and had to open myself to approaching situations in a way I wasn't used to. In my opinion, my way to approach situations was the best approach to produce the best results. During my study I always had to work with people from the same background (Dutch, same study and same way of approaching situations). Everything had to be done in a really structured way, that was also why I was resistant in the start, since the organization of this course is pretty chaotic from time to time; it didn't meet my expectations. Once I opened myself up and started to accept the fact that it was different than I expected, I learned a lot. At this point I notice that I'm more open to new things, I accept that situations can be approached in a different way than my (very structured and controlling) way. Here I noticed that I always have to be in control of the situation so I can add structure to the situation. At this point I'm more open to different approaches for each situation. It's that I just recently discovered that this is mostly part of my willingness to control every situation that I'm starting to make progression with my controlling aspect.

I noticed a turning point somewhere in module II. I found out that I'm playing a never ending game with myself in my own head. I'm the one who is judging the people around me with what they are thinking. I realised that these thoughts were based on experience from the past and therefore didn't have to be applicable in the current or future situations. It really got to me, it was me all the time. For

example sending mails out in my projects where I had assumptions about how my supervisor would react. Or about having assumptions about if my supervisors were thinking that I didn't work hard enough. These were assumptions in my head; most of the time for the mails, they didn't experience the same things as I did, same as for my progression in the eyes of my supervisors. I can't know how they think about that. I can only get to know that when I actually confront and ask them. All these judging in my head made me tired. When I realised this judging in my head, I was so much more free in my head. It gave me confidence because I felt less judged by the people around me (because I was the one judging that they were judging). I was less biased when doing job or research interviews; It helped me create resultPlus in multiple situations. This turning point was create at the point I was accepting coaching. Since I was so stubborn in the start and since I had the idea that the approach Amaranta took wasn't the best, my coach advised me to 'just' try to take out the best aspects of the programme which are applicable for me.

Once I changed my mind setting to that, I started to accept the coaching and I my mind was opening up. Before this, I told my coach that I was open for coaching, but in my mind I actually wasn't. I realised the approach from Amaranta, different from my own regular approach, made sense and started working for me. At this point I stepped away from always 'being right'. I realised the programme and the coach are there to help me, I have to 'let them in'. They are just trying to help me, why should I resist? With Lisze I didn't offer much resistance because we mostly talked about how my week

went; it made me open up to my coach and made me feel comfortable. She extended my own vision of how to approach different situations. She mostly agreed with my approaches. Therefore I felt relaxed and accepted her coaching. With my new coach Thea I got challenged more; I had to step out of my comfort zone and I realized that maybe I wasn't accepting coaching in the first place. Maybe I was in my way accepting the coaching because I didn't experience much struggling. One week for example, I was really stressed and stuck in the never-ending game. Thea advised me to just go outside in the evening and take a long walk with my girlfriend.

At first, I was really defending my own, safe, comfortable, and regular approach; I thought that it wouldn't help anyway. But when the evening appeared and my stress level wasn't getting any lower, I thought, "ahh what the hell, wouldn't get any worse than this anyway", so I decided to go out for a walk anyway. I thought about it and realised that I wasn't accepting coaching so far. If I was really accepting the coaching (in the ideal situation) I would have gone for that walk without hesitating. I realized I needed reasoning for why an easy walk outside would help me. From this point I knew I had to develop further, I had to do more in order to really accept the coaching. Since then I actually did all Thea requested; I finally realized that she is here to help me and there are multiple ways to skin a cat (my approach doesn't necessarily have to be the only and/or the best one). When stuck in my success formula, I have to get out. I let go of my stick and was open to other patterns / approaches next to my own successful pattern, it felt strange since I was in the assumption that I already did this

before when realizing that I was always playing the never ending game in my head by constantly judging the people around me. I experienced different situations where I was successful and experienced 'being possibility' during my aforementioned processes. Three are described:

### First

Thanks to the knowledge that I was constantly playing a never ending game in my head, I was more free in my head. I knew I was the one judging instead of the opposite person. This knowledge I took with me when doing an interview for my graduation project at CGI. Normally I would have been really stressed and I wouldn't get much sleep the night in advance of the interview. But because of my previous insights, I slept like a baby. I was calm, didn't sweat and because I wasn't attached I was able to achieve more. The interviewer told me afterwards that I was really calm and came across as a person he would love to work with; I 'touched' all the 'buttons' he wanted me to 'touch'.

### Second

A different situation was when I was having a meeting with 2 supervisors at CTT about my progression. As mentioned before, a struggle was that they kept adding new information and areas I could also look into. Here I applied some techniques I learned; like summarizing comments from my supervisors but also taking space when it was required. Thanks to this, I managed to get at a point with them where they agreed with me on the fact that I couldn't do much more work as they suggested. Also, the meeting didn't take as long as normal because I had the meeting more under control.

### Third

Another situation is one where I wasn't able to contact my supervisor in my graduation project at CGI. I had a deadline on Thursday and the Friday a week before, my supervisor and I agreed to have a phone call on Monday so I knew what to do the last four days in advance of this deadline. Unfortunately, after trying to contact my supervisor on Monday, Tuesday, Wednesday and Thursday I couldn't reach him. This was unfortunate, but I thought that I really needed and wanted to be done with my proposal in time, on Thursday. I was stressed and felt let down, I felt insecure because I didn't have control over the situation. At that point I totally realized that I think, that in order to achieve the best results, I have to have control over the situation. But I prove myself different; after my coach and I had a discussion, I agreed that it wasn't my fault and sometimes some situations go different as planned. So I could just hand in my proposal and it would be fine. It took me some time to realize this, because as integer as I always am, this was hard for me. I believe that when you have an agreement, you stick to it, even if it the result is out of your own hands. When I accepted the situation and didn't judge about whether my supervisor would think less of me because I didn't make the deadline, I was able to free my mind. I decided to continue with working on my proposal in the way I think it should be done. I wasn't attached to the result anymore, because I knew no harm would be done if I handed in my proposal one week later. With this in mind, I was able to deliver my proposal on Thursday anyway and achieved resultPlus; I would have been too stressed or result attached if I didn't let go of the fact that I actually had to deliver it on Thursday.

I recognized a pattern about the fact that I was always judging in my head, always playing the never ending game with myself. For example, after hard working a whole day at my internship and only 20 minutes to go till 17:00 (I started at 8:30 and didn't take any breaks that day). There was no point in starting on another subject because I was tired and reading into a new aspect to research couldn't be done in that short amount of time. Instead of going home, I decided to stick till 17:00 because I didn't want to create the assumption that I didn't work hard that day, even though I really did. I was just judging in my head that my supervisor would think that I didn't work, while this wasn't the case. I also noticed a pattern about my fixation to feel the need to be in control, with the starting group in the programme, the time when I invited some people of the course over to my house for dinner and the first four weeks of the writing of my proposal for my graduation project.

When I'm not in control, I feel stressed and insecure of the outcome, I believe the results will not meet the expectations. The last couple of weeks with my coach learned me that this doesn't always have to be the case and I have proven to myself that I'm actually able to handle situations where this isn't the case (where I'm not in control). A third pattern for me is that I always want situations to be structured, I hate chaos and I also believe that working in a structured way is the best way to achieve the best results in life. I believe this is a required skillset in order to function on the highest level in an organization. This was always my assumption; no structure, no good results. But along the programme I noticed that I sometimes force structure in a situation where the group doesn't

want this structure. I had to be agile, I had to work with a group which believe they don't need structure. Unfortunately, I got confirmation about these believes of mine. For example in module 2, with the task groups; the upper hand of people believed they didn't need structure in order to achieve the best results for the group. Since I was open for learning that structure isn't always a requirement for good results, I was laid back and accepted the chaos. After one and a half hour with no results, I decided it was time to include some structure to the group. I stood up, walked to the whiteboard and started drawing a structured scheme on how to approach the task. Everyone noticed what I was doing and were convinced. After explaining my approach for five minutes, we were able to successfully complete the task within 15 minutes. I noticed my urge for structure in chaotic situations and I got confirmed on the fact that it was a requirement. Of course, I would have wanted to see that it could also succeed without my structure. On the other hand, I did learn that I couldn't 'push' my way of working (structured) towards the group. Another student who also likes working in a structured way, tried including this at the start of the session. This failed, no one listened to him and the group kept going as chaotic as it was before. I learned that trust has to be earned first and that the group has to discover first that it isn't working as they are doing at that point. Of course, I know that a structured approach doesn't always have to be the best approach to reach the best results, but it took me some time to realize that.

I noticed the most unexpected results in my project when I wasn't judging and when I wasn't willing to have the most control over the situation. I used for



example the summarization techniques the programme taught me to increase the distribution of space with my conversation partners. I learned for example that I could just say 'no' to my supervisors as long as I bring it to them on the right way at the right moment. As I mentioned before, my supervisor at CTT wanted me to keep adding areas to research, but once I knew how to approach this by distributing space in the right way, I knew how to say no without taking too much space. I let go of the stick, I felt less attached to the result because I knew that I was the one who was judging and playing the never ending game in his head. Also, as described before, in the situation when I was trying to reach my supervisor for my graduation project at CGI; I behave in a different way and achieved a result I wouldn't have expected.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

I totally experienced the concept of a starting group. The starting phase which is always chaotic and which is actually useful when coming up when generating ideas. Funny thing was, with the knowledge that the start of a starting group is chaotic, all students didn't seem to have learned anything from previous experiences and made the same mistake over and over again. Next to that, I learned in the confronting way that people really have different approaches for handling problems and situations and that not my solution is per se the best solution. Also, the time of interfering is essential when taking the lead in a group. Next to this, I learned that there is a difference between leaders which are leaders

because they are experienced and have the tools to lead and leaders who are leaders because they have the biggest mouth and seem to have earned the most trust in the group (informal leaders) while not necessarily having the required skillset for the job.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

You can only delegate effectively if you have the person who you are delegating to on your side, when he or she really trusts you. When you try to delegate when you are not appointed as a leader, you won't be successful. Of course, there is a difference when you lead from an higher position in an organization (so out of an higher hierarchy). This means when you and the person you are giving lead to, are not connecting (not communication, when there is too much distance), it won't be effective. I experienced this in the task groups in module II when a person wanted to take the lead and started delegating. It wasn't effective because no one would listen. They didn't trust him because he stood up on the wrong time of the moment without giving the rest of the people time experience that what they were doing wouldn't work. Of course, the way he took the lead didn't work because there was too much distance between him and the rest of the group.

*Please describe what have you experienced and learned in the area of commitment?*

When not being committed, so when not being attached to the result, great things can happen! You can achieve more when you are not committed to

the result, as given in the examples earlier. I learned that for example when I was handing in my first project. I was too attached to the result because I needed a high grade. It noticed this was a very hard situation for me to not be committed; I worked hard the whole year in order to be able to graduate cum laude, if I wasn't going to get the grade I needed, I would be really sad and it would feel that I wasted my time to improve some other grades.

When I realized that I was really attached to the result, my coach confronted me with the worst that could happen if I didn't get my required grade: exactly, nothing real bad would happen.. there would even be another way to still be able to get my required average grade in my master programme. So I was committed, but not attached... Within the commitment your are not attached. Without commitment there is nothing....

*Please describe what have you experienced and learned in the area of responsibility?*

That I really don't trust the most people around me to be able to be given responsibility in situations where I really care about the results. When I don't really care about what the result is (so when I'm not attached) I'm able to delegate effectively to others and I trust them in making their own contributions.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

As noted before, when people are trying to communicate over two different channels, they are talking but not communicating with each other. People don't get each other because they both have a dif-



## Job Egberink

ferent level of energy. Sometimes people take too much energy or space causing the other person to be withdrawn in the conversation. When people aren't sharing their space, they can hardly communicate with each other and resistance in believing one and other can occur. Certain techniques learned such as summarization of the words spoken by the other person or giving feedback by just staying facts instead of saying how to improve, helps a lot when trying to share the space. My examples mentioned before about my meetings with my supervisors at CTT and CGI are examples of that.

*Please describe what have you experienced and learned in the area of integrity?*

I'm very strict when it comes to walking the talk. If you say you are going to do a certain task within a certain period, I expect you deliver. That's my attitude towards integrity. I realized not everyone thinks about that the same way as I do and I'm learning how to coop with that. I noticed this during the course. Normally I work together with people from the same background and we have mostly the same approach for handling problems and situations. I learned that this is totally different when working with people from different backgrounds of people with a different way of approaching problems. Also, I noted that people with authority over you might consider you as a lower priority and therefore neglect their integrity.

*Please describe what have you experienced and learned in the area of dealing with authority?*

Authority doesn't mean you can't have your own opinion. I learned that even though my supervisors

in both project had certain expectations from me, by doing more work than I could possibly handle, I was able to scope it down to the amount of work what looks possible for me to achieve in a set timeframe. It is important to keep calm, to summarize, well, to actually use the techniques learned in the programme. Sharing space is really important, but since the other person has more authority I mostly tend to just accept his requests. When I used the techniques about how to share space, or when I for example shared something personal, I knew it helped me connect (share space) and therefore I was able to say no to my supervisors without be rude and without giving them the feeling I wasn't just trying to get out of extra work.

*What means 'creating possibility' for you?*

Stepping out of your never ending game, being able to be free, not being attached to results, having an open mind in order to achieve results you normally wouldn't be able to.

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

Looking at myself in the mirror. Self-reflection, the fact that I have influence in the way how I come across at people. I never knew that my controlling and structured way of approaching my problems and situations could keep me back and that if I let go of the 'stick', that I'm not attached to results in certain situations, that I'm able to achieve more! Also, I realized that I'm the one judging the people around me. I judge that they are judging, based on facts that don't exist. It's all in my head. I found that

it was the key to being more free inside my head. Also, I really liked the different backgrounds in the programme, culture wise but also study wise. It was really an eye-opener for me to be confronted with these different people in the group exercises. The different approaches for different situations made me realize that there are different ways to tackle problems; confronting myself that my own 'safe' way of thinking isn't necessarily the best and only way to do. On the other hand, I'm not saying that the way I normally work is a bad way to work. I'm saying that I realized that it's possible for me to use my success formulas but without it resulting in playing the never-ending game. This way I use my strengths without the costs of the stop rules. I have to make sure I don't get hooked and attached to the result.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

I'm able to recognize never-ending games in situations regarding my friends and family. I notice that I'm better able to act as a mediator when there are disagreements (f.e. only based on miscommunication). I've learned that it's better to stay calm, to share space, but also to take space when necessary. I learned the way to give feedback by for example just staying the facts and not giving advice; I learned it makes a lot of difference! It's really helpful. It's just so much easier when you recognize the never-end game when having the ability to step out of it. I notice it really helps me to safe energy; some conversations are just endless because the other person wants you to stay hooked. I already noted the changes in the relationship with my colleagues and 'manager' (supervisor).

Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible? Exercises of sharing space and taking space especially summarizing quotes from my conversation partner. Most important thing I think is when I realized that I'm the one who was (still am sometimes of course) judging the people around me. I was playing the never-ending game with myself. Ending never-ending games, stepping out of it and especially not being attached. In the start I thought not being attached meant that I also didn't care, but this is not the case. This was a huge eye-opener for me. Next to this, my need to work in a structure way and that I always have to be in control of the situation and the path its going to wander to reach the result that I want. I've gotten insights in the fact that there are different ways to walk a path, different ways to skin a cat, and that when I'm able to lose my attachment, that I can be agile and achieve better result.



*"Flying fish are famous for flying, but must of the time they just swim."*

*- Michiel Wolbers*

***E**My name is Erik Bookholt and I have worked as a graduate intern at Deloitte Consulting during the experiential part of the programme. In my time there I have experienced what it is to put leadership theory into practice. This has taught me a lot about who I am and how I interact with others. Being aware of the way I engage people has allowed me to develop my personal leadership style. Honours programme helped me to build this style from my strengths and gave me a solid foundation for future development.*

## Short term Project & Results

*What is the desired result, visible and measurable, of your project/action plan by September 10th?*

I will have created a model by completing my mas-

ter thesis research. The model will indicate the relationships between Enterprise Architecture (EA) activities and the resultant benefits for organizations. Enterprise Architecture is a discipline mainly used by large organizations to coherently transform their products, processes, human capital and IT towards a desired future state of the organization. A activities are tasks which are completed by enterprise architects in order to transform these resources. These activities result in benefits for the organization. The model should indicate which activities result in which benefits.

## Possibilities

The results of my research will allow organizations to identify which EA activities they need to focus on if they have certain desired benefits in mind. Furthermore, it will give Deloitte Consulting in particular a thorough insight into what their clients' enterprise architects should be doing in order to achieve what their clients want to achieve. This will allow Deloitte to improve their EA advisory practice.

## Erik Bookholt

# Measurable results & Setbacks

A preliminary model has been created based on state-of-the-art literature and interviews with domain experts. The model shows the assumed relationships between EA activities and their benefits for organizations.

A major setback I encountered after a month and a half was the discovery of a paper which seemed to have already defined a model such as I intend to make. This would render my research redundant and would mean that I would have to start all over again, essentially losing one and a half months of work. Another setback came in the form of feedback. A number of people had reviewed my work and sent me their thoughts. Most of their feedback required minor changes, except one. After reading that email I concluded that in order to incorporate the feedback I would have to change a significant part of the structure of my model. All sorts of ways not to do it came into my mind, because incorporating this feedback would set me back at least an entire day and probably more.

### *How did you deal with them?*

I dealt with the first setback initially on my own by taking a moment to really understand what the paper at hand had done and what the implications were. After I understood the paper thoroughly, I notified all my supervisors and other key people in my department. Discussions with all of them individually resulted in the conclusion that I could still continue my work. These discussions clarified for me what exactly I am doing and how that is differ-

ent from what the results of that paper were. This setback in the end has resulted in a better understanding of my own work.

The second setback was handled by structuring my own thoughts on paper. All the reasons why I should not incorporate the feedback proved invalid eventually. Taking a moment to think the feedback over resulted in the conclusion that there was no way around it. I took two days to restructure the model by including the feedback. This means my model is now more parsimonious than before, which has already helped me explaining it to key people for my research.

## ResultPlus

*How would you describe your Learning Journey of the last 5 month? Describe a starting point and describe where you stand now concerning the way you look at yourself and the way you produce results.*

Before the start of this programme I was very unaware of my behaviour and the way I produce results in a team. I was used to achieving good results and had a preferred role of chairman when it came to teamwork. I looked at myself as the person who addressed the issues which needed to be tackled. However, this has changed throughout this programme. I have learned to step back and give more space to the team when this is necessary. I still feel most comfortable in a chair-like role, however I'm now able to do this with more attention to the individual needs of the team. The programme has made me more aware of how my behaviour affects others and this allows me to tailor my behaviour to the different personalities in a team.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming?*

I noticed this image when I 'stepped out of the water' myself. For me this meant acting upon notions in my head that I should say/do something. Normally, I would let these moments pass, but part of the programme for me was actually saying/doing these things. This made me feel insecure and uncertain. It was a step out my comfort zone. But only by stepping out of the comfort zone could I realize what my comfort zone was.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

The concepts in this course take some time to fully understand. In the first few weeks I could grasp the theory but found it difficult to put into practice. One conversation with my coach and headcoach at the university changed that. My headcoach was able to make me aware of moments when I feel tension in myself. I recognized she was right and afterwards I started to recognize these situations more and more in daily life. From that point onward, I started to be able to recognize the other concepts from the course as well, due to my increased awareness about myself. Recognizing the patterns of myself was the first step of accepting coaching.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

The process started off slowly for me. I am a very rational guy and, as mentioned before, I was not very aware of my behaviour and the reasons for my behaviour. I always considered these things too 'soft'. However, the sessions at the university gave me just enough theory and practice about behaviour that during the weeks that followed I started to become more and more aware of why I did say/do certain things and why I did not say/do certain things. At one moment in the train going home after a day at my internship, I realized why I was feeling a bit more stressed than before. It was because of the constant realization of my own way of handling situations. I was becoming aware of myself and the behaviour that results from a certain state of mind. This process of becoming aware took a few weeks, which was quite tiring at times. Finally, one of the weekly coaching sessions allowed me to view things in perspective and I could give my behaviour and its underlying reasons a 'place' in my head.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

#### First

The first time I consciously noticed 'being possibility' was during one of the group assignments of the Honours Programme at the university. We were given the task to come up with a plan for the 27th of June and I decided to take a moderating role. I noticed I felt comfortable with giving everyone a chance to speak and structuring the discussion. When someone needed more space to talk I stepped back and gave them the chance to elaborate. This created a constructive atmosphere and I enjoyed creating a good result with the team.

#### Second

Another important moment I noticed a similar feeling was during a meeting with all my thesis supervisors. I moderated the session by providing an agenda and making sure all points were addressed. I felt confident while the session progressed even though my supervisors had some important remarks for my thesis. I walked out of the session with a good feeling about the meeting: all points were addressed with everyone being able to say what they wanted. Constructive discussions provided valuable feedback for me, while I maintained a positive attitude because I felt 'being possibility'.

#### Third

A moment which also provided me with valuable insights about my 'possibility' was a face to face meeting with a client of my company. I was able to clear the air about a number of concerns of the customer. While I was explaining I noticed that I really enjoyed removing any doubts and getting everyone on the same page. This turned out to be a recurring theme for me. In a group of people it is not uncommon for discussions to occur where people do not understand each other's point of view while still trying to convince one another. I have noticed that I am able to get people together by rephrasing and clarifying the situation.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

An important pattern for me was always trying to win discussions. I noticed this very strongly when a group of friends and I tried to determine whether

some condiment needed to be kept in the fridge or not. This trivial discussion was the first time when I recognized in myself: this is extremely unnecessary. I stopped arguing and I immediately felt relieved.

In group assignments of the Honours Programme at the university it was pointed out to me that I do not give attention to quiet people in discussions. This was a true eye opener for me. It turned out to be very accurate, as I caught myself doing this on a great number of occasions after that event. It has been one of the important learning points for me to pay attention to all people: especially more quiet people.

One pattern was revealed by my headcoach as was described in question 14. I always concealed my insecurities and disliked talking about personal failures. During this programme I have learned to admit when I am wrong without feeling bad or tense about it. I am now much more comfortable talking with other people about my mistakes. Previously I tried to skip such conversations or tried vigorously to defend myself. I now have felt that this costs more energy than just admitting my mistake.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

I have learned to be more open for new ideas of others and taking opportunities as I see them. This has resulted that, I as an intern, I have joined a certification programme which is normally only intended for regular employees. This in turn resulted in a lot of new insights which have raised my thesis to a higher level. Furthermore, I met new people



## Erik Bookholt

because I actively tried to find contacts for my thesis. This has resulted in more possible respondents for the questionnaire I will deploy in the coming weeks. Moreover, I have made more progress because Honours Programme made me realize that I do not need to be 110% prepared when I talk to people. It has allowed me to do things in parallel, which speeds up my writing. All these things together have resulted so far in a thesis with deeper insights, faster progress and more interesting contacts.

### Leadership

*Please describe what have you experienced and learned about being part of a group?*

An eye opener for me was that a group of people may have very different needs before they can work together. Some need a personal connection or personal information before they can comfortably cooperate. Others need a very rigid structure or exactly the opposite: structure limits their way of thinking. Key for me was knowing these differences exist and giving people the freedom to address such needs. Another personal learning point was the attention to more quiet persons in a group. I tend to only pay attention to people who are used to speaking up. In a team, this may result in skipping a few people who are not comfortable to step in when they want to say something. They might have valuable input, but just do not know how to express it. I have learned to look out for such people and give them a chance to speak.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

Delegating involves asking other people to do something for you (or for the team). I have learned to be very clear in: what I want from them, how I want the deliverable and when. This provides a kind of structure without imposing how someone how they should do their work. I also learned how to prepare myself for asking something which seems 'unreasonable' in my head. Key is the acceptance of 'no' and rationalizing my possible fear of asking something unreasonable.

*Please describe what have you experienced and learned in the area of commitment?*

I have experienced what the difference is between committing yourself to something and being attached to the outcome. The former is a state in which you try your best to achieve a result, but you are able to prevent your body and mind to be affected when schedules become tight or the desired outcome becomes unreachable. This means being able to let go of the desired outcome when it is certainly impossible to achieve. It also means you do not become over-stressed when the situation becomes tough. However it is very thin line towards being attached to a desired result. In such a state you cannot get your mind of the project and you are very prone to stress. I have learned to recognize when I become attached to a result and I have found a way to rationalize the situation such that I am still committed but not attached. This way I can enjoy working on projects.

*Please describe what have you experienced and learned in the area of responsibility?*

Personal failure was something I used to hide from others. As is mentioned in the next question, uncer-

tainty or failure used to be difficult for me to express. After this programme, I am now much more comfortable admitting my mistakes and failure. Somewhat connected to my discomfort towards failure, I also tended to become defensive when I was made aware of any mistakes. The honours programme has helped me to accept my mistakes instead of trying to defend or explain them.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

Before I entered this programme, I rarely shared my uncertainty or confusion. I found it difficult to express my insecurity about a certain topic or situation. The Change Leaders Honours Programme has taught me to express such feelings instead of covering them up like I used to. I also am more inclined to ask people for help when I need to. Previously I would take a long time trying to solve problems on my own, even when I knew who could help me. Now I do not hesitate to ask for help when I need it.

*Please describe what have you experienced and learned in the area of integrity?*

The most important learning point in the area of integrity was the issue of talking about people while they are not around. Previously I was inclined to talk about others when it suited me. Now however I recognize such situations and this allows me to avoid gossip-like talk.

*Please describe what have you experienced and learned in the area of dealing with authority?*

Authority can help a project very directly but it may



sometimes impose difficult restrictions. This programme has taught me to deal with authority by accepting the rules as they are and not to waste my energy on frustration. It also gave me the calm to talk to authorities in a constructive sense, instead of an emotional desire to remove any restrictions.

*What means 'creating possibility' for you?*

I believe everyone is capable of creating possibilities. However, each individual has unique skills and a unique way of thinking and feeling. As a consequence, the possibilities which someone can create can greatly differ from person to person. For me personally, leading a group to a successful result by bringing structure and clarity is an important 'possibility'. I like to create synergies of peoples' thoughts by listening carefully and integrating the different ideas.

Also, my analytical nature allows me to recognize strong and weak points of ideas, which may help in selecting the best route to success.

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

Understanding my own reactions to a group and the group's reactions to me. This course has taught me how differently people can react in certain situations and how I fit in. I understand why I react the way I do and how this might come across to others. This is something I formerly disregarded. Understanding these interactions allows me to tailor my reactions to the situation instead of simply acting the way I was used to.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

I have become more open to different opinions. When I enter a discussion it is not important for me to eventually 'win' the discussion. Even though I might not completely agree with the other person I am able to let it go because I now value the interaction with that person more than just 'being right'.

It is also more important for me to make others feel at ease. When I notice I'm becoming very fanatical in a discussion I am now able to slow myself down. It has also become easier for me to admit my mistakes, which makes it easier for others to relate to me.

*Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible?*

Because of the versatility of the group I got to see myself and others in a new perspective. I have seen how my group members handled conflicts in a conversation. Through collaboration and especially the reflection of group assignments I realized how I come across to others and what that does to them. The open nature of the participants in the conversations allowed me to reflect on myself. They gave me the chance and the time to do this. This is especially valuable because in daily life this rarely comes up and I do not take enough time to do so.



## "Leading a way out of the shadow"

*My name is Stysia Chromik and for the experimental part of the Honourous Program I was working on a project in IT-based company Keenondots. Due to the fact that I am working there already past two years I was able to clearly recognize all the patterns I developed with the people I know quite well. The more difficult was it to change them. However, with great coaching system and amazing workshops, I learned to be committed and enthusiastic with the project again.*

### Short term Project & Results

Creating comparison panel. The comparison panel, which will be created together with two of my colleagues will allow other colleagues, even the non-technical ones to participate in migrating the content. It will be a user interface which will allow to

compare the mailboxes, websites existing on both systems, the compatibility of the services (can we migrate a website or does the new subscription have too little space?) etc.

### Possibilities

Producing result as a team – technical people who can deliver tools even for nontechnical people to participate in the project.

Variety – the project is built of many exceptions, thus it is a challenge for everyone involved.

For me the possibility is self-development, regarding leadership skills as well as working on self-confidence.

### Measurable results & Setbacks

We have full overview on content which needs to be migrated (which is distributed among different platforms, servers, etc.), there is already a server prepared for the comparison panel, some functionalities are already working. It is difficult to proceed

when I feel that my boss is not interested about the outcome. It is often difficult to let something go, delegate certain tasks. I also had several problems with deciding, and committing to the decision I've made.

#### *How did you deal with them?*

Lack of interest – I learned not to wait for someone to see me. I am independent now and able to deal with a project not waiting for someone's approval. I don't need to have everything acknowledged by my boss, colleagues. I don't need to be seen. This is my bookmark! Each week I am telling what is my progress, what I have done the past week. The information is passed, I am more motivated, and other team members know what the status is!

I think about my team as a whole, I am able now to let things go and delegate tasks – so I build team with values based on trust. I think my success formulas like "I should never fail" made it difficult to delegate certain tasks to colleagues I was undermining in their capabilities. This was all just a judgment, I was assuming the future, instead of taking it as is and let something sometimes happen. Let someone else do a task and be free to focus on

other aspects. The success formula “I should never fail” is not my stop rule anymore because I see that we won’t fail as a team.

To overcome the never ending game I am playing with myself when I have several choices, I am trying to feel whenever I get tired of not being able to decide and stop it! When I feel stressed now, and I feel that my energy is dropping fast, I know I have to make a choice. After I decide I feel new power, I feel committed to what I decided and most important, I proceed to a result. One more aspect I dealt with is me playing small. I was often afraid of stepping out of my comfort zone, probably losing so many possibilities this way. But this changed already, as I am able to speak up my mind when I want to, not being thrown into shadow anymore.

I also notice that more often I am not becoming silent anymore, which normally is a sign of my never ending game. I seize the chances more often in everyday life. I also have already new plans for what I will do after graduation. No longer do I want to stay in Enschede, being with things and people I know. This is a great feeling to try something differently. Makes me excited already.

## ResultPlus

At the very beginning, I dealt with many situations where I was accepting new, small tasks. I would take a lot on my plate, try to execute those, get tired when someone was not going the way I wanted it to go. I think I also lacked selfconfidence what resulted in playing small. I was overworking myself, and ended up sleeping whole Sunday, not willing to do anything, because “I’ve had enough”. I did not get outside of my comfort zone and kept

doing same. But as workshops proceeded, I was realizing why I am doing all the things I kept doing. Why was it so easy to give me more and more tasks, and they just kept piling up on my desk. It is a great need of being noticed and being liked. I really was trying to be as caring for others as possible. So I clearly realized this needs to finish, I need to build up a border between my tasks and tasks I can or even should delegate to others.

Now I am not saying “yes” easily. I need to feel challenged by the task or be really interested in it. No more dropping on my plate! First step of me was to actually delegate a job. First time, after practicing on one of the workshops, when I was able to point out to my colleague that he is dealing with support, he knows the procedure, and “of course I will be glad to help if he encounters any problems later on”. It felt good, got even more energized to perform my own things. Another bookmark I noted down is my first unreasonable request with “yes” as an answer. I did not believe someone may take my task, which needed to be performed at night, which could have led to several complications. It went out successfully, no compatibility issues occurred. I gained my time to learn for an exam. The “yes” was a nice surprise.

Another important Result in my way of being was when my parents told me that I am a different person. I always liked to have things my way getting into fights often. I visited my parents in Poland and got comments that I seem so relaxed and cheerful. It was much nicer to spend time with my family without losing energy on fights. Working among people I have known for last two years gave me better insights about my patterns. I think it is good I

stayed in this company to discover them and change my behavior. However, if I was to start the program again, I would drop this company and try to think of a greater picture. I am actually planning on changing the environment after my graduation. It is good to have a job like this to make a living.

### Turning point

My first delegated task was a great discovery. “a there is actually something around me!” – thought the fish. Because I assumed it is better if I do something. That then it is done well, my colleagues are fine with this and so am I. I didn’t realize this was making me tired. Another moment was with me waiting for approvals. “oh, this is water around me?” – the fish noticed. So I thought I am not doing this, but I have those days where I completely demand it! It was great to realize it. I have a feeling like those point would usually totally demotivate me. Now I am aware of them, and I can proceed due to the team values!

### Accepting coaching

I am a stubborn person so it was difficult to step away from “being right”. Each attempt of being opened to others, of giving space to people is like a step away from the stubbornness. I think I made many steps to openness. I was very curious about what my coach can tell me. Why I experience what I do, how does she see it. Also, I learned to share more with people. My never ending game often looks like this: I get calm, to the shadow, until I find a solution. Now I speak up!

### Let go the stick...

I think learned to let go the stick when I needed to think about my work, project at work, upcoming

## Stysia Chromik

exam, deciding or finding thesis subject, being involved in several committees of different associations. I had no idea what should I do. I had no idea where to begin. This is one of the moments when I realized I need to decide on something and I need to commit to my decision. I gave up committees, so they were simply off my mind, also decided to start with looking for master's assignment after the exam. Before I lacked integrity, I would not reply to an email from my potential supervisor only because I didn't know what to reply. After I would reply completely honest "I don't know what to say or decide. Please, let's postpone it till after my exam".

Once decided I felt free. I remembered this moment and since then whenever I feel like losing my energy I start with making a decision. It takes me somewhere right away.

### *Being possibility...*

**Situation One:** When our marketing lady was showing us plans of the company for the next year. At first I felt skeptical about her predictions. But once I realized this is actually the possibility speaking I felt much more enthusiastic, I felt more likely to ask questions (whereas normally I am silent). I felt more energized and curious what will be there on a next slide.

**Situation Two:** I am connecting and I make people comfortable but with discipline (so many possibilities am I!) I held successfully few meetings with my colleagues, with pre-defined agenda clear task distribution at the end. Meetings were funny, we could joke, we were agreeing upon next steps, and the task distribution helped to know what outcome we expect next. I felt freer when I knew what is in

whose scope, not asking them anymore but waiting for message we agreed on.

**Situation Three:** Delivering completed work – since I create this possibility I started also pushing my colleagues to make sure the job we deliver is complete.

### *Patterns*

I recognized that when my colleagues would ask me to help them, I would always say yes. Now I started delegating this job. I also wanted to be seen: I was waiting for someone to say something about what I am doing. I used to be waiting doing nothing, or trying to do something, while not being able to. Nothing was done. I learned not to wait for this approval. It feels open minded to break such pattern.

Decisions! My pattern was: I knew I have to do 5 tasks but I have no idea which one to start with. I couldn't decide and again end up doing nothing. Now when I recognize, I stop, I rethink and decide on one thing.

### *The unexpected*

I wanted to have a procedure defined to follow in order to complete the entire project. I wanted to eat the whole elephant. Less time made me change my approach to the project, so instead of swallowing whole elephant we will attempt to bite it one bit at a time. Although it is not how I would approach this, I am all excited how will it end up.

Another unexpected result was how easily I can work with my colleagues if I estimate beforehand who I need for what job, and delegating those bits to them, caring only about some elements of the

result. I accomplish quite some time for my other tasks if I don't sit next to my colleagues checking their steps. I had quite few days like this when things went smoothly and it gives me a feeling of more trust in them, builds up the being a team feeling.

Another example is how much freedom I get by being straightforward, opened and being able to say "no". I had example of minor task I needed to do half a year ago, but I knew I don't feel comfortable of doing it. Still I accepted and let it lay on my desk for so long. But thanks to being different, I speak my mind right away, I say when I don't feel like performing certain task, because I don't have enough knowledge or time etc. I noticed new tasks don't pile up on my desk anymore. I think this is one of the best results I got, because I had great problems with saying "no".

### *The part of the group*

I am not fighting my colleagues as much as I was. It is already a great part of success! I learned to use their skills instead. When I reacted angry of getting a task, this was my stubbornness speaking. I see the whole matters, I am more enthusiastic to help others when needed, but with caring about my

## Leadership

task distribution border: "I explained this to you already. This is your task now."

### *Delegating*

I learned to create my border. I learned to say "no" when having a reason. I learned to state clearly if I can manage to do a task within a specified amount

of time or not, or also with knowledge I have. I experienced leading from a distance by assigning tasks to different people and asking them about short summaries only (or certain, specific information).

#### *Commitment*

I am committed even when I need to tell that something will take longer than firstly planned. I also am committed just because I care and notify I may not have time to perform something. As a whole, as the team we will proceed with all those tasks. I allow myself to adjust my approach depending on other upcoming projects, considering their priority etc. I can resign from performing a task for something of a greater priority (the performance of whole team matters).

#### *Responsibility*

I learned to see where my stop rules are stopping me from proceeding, being unproductive. I see some of my stop rules, hopefully will see more of them next time I feel like not going anywhere. Beside responsibilities at work, I also learned to be responsible for my own happiness.

No one else will give me my happiness, so I took care myself of proper balance with work, thesis and my private life. This required making difficult decisions from me, cause I needed to start my thesis, but I worked too much. Although I first thought I can manage it all, probably devoting my free time and health, after thinking through it I decided to work less. Telling this to my boss also shows that I am responsible, because I am opened in the fact that I have less time now that I don't want to make the projects at work being postponed, so it also

shows my commitment and responsibility for them. And I can take care of my health and body, which is so important on the way to happiness.

#### *Being in relationship*

I learned to speak out my mind in communication with my boss or manager. I learned to tell when I have or have not time or experience to do something. I learned to also tell them what I expect from them when they want to cooperate better with me. I also learned to give space when I feel someone is feeling left out. I also learned to state my expectations what was quite difficult (feeling despotic).

#### *Integrity*

I learned to walk the talk. I learned to tell what I am doing the way it is. To not be afraid to say "I don't think I am the right person to do X" or "Please add me one more week for this task" or "I would like someone to help me with Y". As long as it is not too late for others to react on the change/request I am doing.

#### *Authority*

I learned that my boss or manager have also very busy schedule ;) I wanted too much attention, whereas I should be more focused on what I want to achieve. I learned most of all that I am an authority myself. I make people feel comfortable and enthusiastic. I am a possibility of being a leader, I can successfully lead a group. I want to use this possibility in writing my thesis, finishing my project and getting a new job after my graduation!

#### *Creating possibility*

Creating possibility is being possibility and trying to use those skills you are yourself in the end result of

project. It is trying to achieve more than you expected yourself. It is being opened and not stubborn. I am creating possibility when I don't come up to a meeting with prepared scenario, when I let things be. When I help others with what I am best.

#### *Biggest discovery*

Realizing I am playing small. I realized I have potential to lead people. To have things done. My plan, which I have committed to now is to graduate and look for an adequate job for me.

#### *Outside the project*

I saw benefits outside the project especially in contact with my family. I would usually get angry and annoyed pretty fast due to my stubbornness. When I visited Poland my mum was surprised I am not getting angry that easily as I used to. I also "coached" my housemates a little. Whenever they ask me for advice I am trying to slightly show what could be a different point of view on their situation. One of my housemates always repeats this kind of conversations with me are his favorite.

#### *Active ingredients of Change Leaders*

Discovering my success formulas and stop rules. Freedom of saying yes or no. Because of that freedom I don't stress out on one answer anymore. I feel more relaxed, I feel that I live my life more for myself than for others (but not being selfish, still being generous). The stop rules were at the beginning successfully hiding in the shadow. Only at something go. It gives so much energy to discover what the stop rule is and not let it lead anymore! Be the leader of my own life instead.

Thank you, all the leaders and coaches, I learned so much from you!





*“For God's sake, choose something you like, and not because you think it will be good for your career”*

*- Rijkman Groenink*

*My name is Robin Beijen. During this honours program, I have worked as a graduate intern for Accenture. In writing my master thesis, multiple stakeholders were involved. Managing the needs and requirements of these different stakeholders, presented me with a great opportunity to exercise with various aspects of leadership.*

## Short term Project & Results

*The desired result, visible and measurable, of the project/action plan by 27th of June*

My desired result is a complete draft of my thesis, so that I have all paragraphs filled with at least a (preliminary) text or a bullet-wise outline of what I intend to discuss in that paragraph. The topic of the thesis is current and future value propositions in the property & casualty insurance market for business-to-business clients. The result is visible in a

Word document, and measurable in the sense that my supervisors can evaluate it in a preliminary 'green light conversation' in the week after the 27th of June.

## Possibilities

First of all, I want to graduate. In addition, I want to know whether I'd like to work in a consulting firm after my graduation. If so, this internship might result in a job at Accenture.

For me, this also involves personal development on aspects that I personally associate with 'being a consultant', such as assertiveness, taking initiative, 'starting from scratch' (without protocols or guidelines of others how to conduct an assignment), talking freely to others, etc.

What the project would ultimately make possible for me, is 'freedom of speech' – to express my thoughts and feelings freely, without hesitation and doubt whether it is 'good' or 'appropriate' in the eyes of others. Therefore, I also want to become more independent.

## Measurable results & Setbacks

Now, on the 15th of June, I finished the introduction, theoretical framework, my desk research, and the operationalization of survey and interview questions. I am now collecting the data, and after that, the most difficult parts will be finished!

It was confronting to see that my success formulas did not work on this project. This feeling was most prominent at the end of April, just before Module IV. I felt as though my skills and personality were useless for the problems I faced.

- I like to gather information and make a well-thought decision. However, my research question was so large that I could not gather all information in the time available.
- I tend to 'please' others, including my supervisors. In answering their mails or providing them with information, I spend much time to formulate it correctly. To me, 'correct' means that all the details are right, and that it is formulated nicely to avoid potential conflicts. It takes me

so much time that I have little time left for my normal tasks.

Right before Module IV, I felt powerless, and if there was any such thing as a point of ‘total stagnation’ in my project – that was the moment it happened to me.

### *How I dealt with these setbacks?*

Module IV was timed excellently. It made me see that I can be really stubborn, as I often perceive my own approach as the only right approach to follow. Even when others give me hints on how I can do things much simpler, I would still stick to my own approach!

Thoughts that occur to me on these moments are: “OK, I can do as you say, but then I can still work out my plans later on. It can’t be as simple as he/she says, right? It needs to be done in the ‘correct’ way, with more details and more effort.” I realized that I am not ‘pleasing’ others at all by providing them with all the details I’d like to share. If they want the details, they will ask for it.

Basically, I have learned to recognize the moments on which I am speaking too much about details. If I realize this, I am paraphrasing the question that the other asked me. This is one of my strengths: to remember exactly what others said. By recalling their question, I can answer it immediately with a brief answer: ‘yes’ or ‘no’.

## ResultPlus

The learning journey of the last 5 months – from the start until now, concerning how I look at myself and the way I produce results.

### *From the start*

- a. I thought I would be very open to coaching, as I learned about the rules of feedback during a previous internship.
- b. I am never the one who gets in a conflict, and I always try to listen carefully to others.
- c. My willingness to listen to others could also imply that I get overpowered by others who are more assertive.
- d. In conversations, I gave very detailed explanations, as I assumed that others always want to know ‘the whole truth’.

### *Right now*

- a. I learned that I am not always open to coaching by others, as I can be very stubborn! To prevent this, I let others finish their sentences, and make sense of it by summarizing what they said. Sharing my thoughts and feelings helps me to get better feedback. When I was behaving this way, I was surprised by the observations of others. I am much more curious to the things that others have to say.
- b. Not engaging in conflicts or discussions, doesn’t mean that I agree with the things that others say. I walked away from the problems and discussions. Nowadays, I engage in discussion by paraphrasing what the other says, to check whether I understood them correctly. From there, I am open about my own views and opinions, giving others the opportunity to react.
- c. Instead of being helpless when overpowered, I recognize when others take space from me, and I learned about the behaviour necessary to take back space. For me, it is about using less words to express my thoughts, talking slower, and articulating very clearly.

- d. I recognize the moments when I go into details. On these occasions, I can now say: “I am going too much into detail. My answer to your question is: yes/no.”

The turning point when I started to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming. This turning point occurred in an exercise of Module IV. A fellow student played the role of my supervisor. We discussed an analysis I had to do, and I wanted to do it concise and extensive. However, he told me such things as “I do not want the details! If you just analyze one source, that’s good enough for me. Why does it need to be so difficult?” I really had to bite my tongue, because I wanted to do more before I considered this analysis as good enough. Even though my supervisor made a suggestion on how to do things simpler, I still wanted to push my ideas. For the observers, it was so obvious what I was doing – they saw ‘the colour of the water’ that I was swimming in. They made me realize that I was still not accepting the truth of others.

The ideas of others do not resonate with me if they are not already compliant with my own ideas. It was really weird! It just didn’t fit into my mind that someone would not like to know the whole truth. The thing is, what I consider ‘the whole truth’, is only my truth. I realized that I can be really stubborn in sticking to my own ideas.

### *About the process of accepting coaching and stepping away from ‘being right’.*

To me, accepting coaching involves ‘being present’. It means that you really listen to what the

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other is saying, hence being open to new ideas. You need to step away from seeking confirmation on what you want or expect that others will say. It means that you are patient and let others finish their sentences and try to understand what they mean, instead of finishing sentences for them by projecting your own thoughts on others. You need to be sincerely curious as you want to hear what others say. Coaching works best when it refers to concrete actions and behaviours. It is only then when you recognize how you behave and how it resonates with others. Behaviour is observable, and if others give you coaching by telling what they see and how it makes them feel, they can never be 'right' or 'wrong'. I have accepted that there is no 'right' or 'wrong' in coaching. By letting go of the urge to be right, I am more willing to accept the coaching of others.

*The process of time in which I stick to successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

I have been building up frustrations for a longer period of time as I applied the same success formulas in multiple situations while it did not work out. You try to let go of stick 1 for once (e.g. 'It needs to be perfect'), but stick 2 is still working on the background (e.g. 'I aim to please'). You end up with a solution that is neither here nor there. In my case, I sent in pieces of work 'that were not perfect', but I still spent a lot of time in explaining to my supervisors ('I aim to please').

I could not explain it properly because I was not

satisfied myself. It did not work out, and I got frustrated. On the other hand, I could not find the ultimate solution that would work out. I was indecisive and I felt like I was not making any progress. With every new uncomfortable situation, I tried to use the 'sticks' in my backpack, but it didn't work out again and again. I did not see a solution; I only saw my patterned behaviour and my failure. It built up towards a point where another setback made me totally desperate. I was tired from being indecisive. I had barely any confidence left and I felt extremely desperate.

At this point, Module IV started, and I recognized that I was at the point of total stagnation. As Amaranta said: "this is the best position where you can find yourself, because you are about to let go of the stick." Indeed, I was very willing to accept coaching so that I could get out of the total stagnation. And it happened: I saw that I was stubborn and that I made my own life difficult. Due to this recognition, I saw that I could do things much easier, and that it wasn't too bad at all. I could laugh about myself, and that made a huge difference. I felt much better when I knew what stop rule was bothering me.

*Three situations and connected results, behaviour, thoughts, feelings and physically sensing in which I was successful and experienced the feeling of 'being possibility'*

This happened mostly in conversations with others, in which I was sincerely curious for the things that others had to say and the emerging possibilities:

- a. While interviewing customers of insurance products, I was surprised by their knowledge of the topic. I was sincerely interested and curious

in what they had to tell, thereby showing behaviour of listening, asking questions, summarizing, etc. I heard some very good quotes, which gave me the confidence that I could use this approach on others as well.

- b. I had a bad day on which I was not very productive and felt a little guilty and insecure about my knowledge of the topic. However, I had an interview with an insurance agent on the same day. He explained a lot, and I asked some questions that I considered to be silly on forehand. However, it helped me a lot! I was no longer afraid to admit if I did not understand all of what he said. The interview became much more interesting and I left with more confidence.
- c. In a session with all my supervisors of Accenture, I wanted to set expectations and take space as I expected some discussions. However, my supervisors were really cooperative and it became a very productive session! I could clearly express my ideas and problems. This enabled my supervisors to give relevant comments. They were also willing to schedule another meeting to help me brainstorming – a possibility that I accepted immediately!

*Three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which I recognized a pattern*

There were a few moments where I was 'touched by heart' – a moment of sudden clarity when you feel a strange jolt in your body:

### One

While making notes for my learning journal, I realized how much I had learned in a very short period.

I was wondering where this 'learning curve' would end if I could continue at this speed. Then I realized that 'it never ends' – there is always more to learn and to do. It made me realize that I am never really 'done'. I think there will always be room for improvement.

### Two

During Module II, I felt totally disconnected during a learning group session as my fellow students were talking about success formulas and stop rules that were unfamiliar to me. I felt like I could not contribute anything to the discussion, and this made me feel horrible. When it happened for the second time, I was eating my heart out and I had to tell the group. This was not only a huge relief to myself, but to the group as well. I created a possibility for the group, as they could react by sharing their thoughts and feelings as well. I created a possibility for myself, as I felt much more 'connected' after I shared these feelings. I was confronted with my patterned behaviour of being silent and not contributing to a discussion.

### Three

My supervisor and I were discussing the time schedule of my project. I wanted to present a time schedule in which I could do all tasks that others wanted me to do. I thought this would 'please' them, but the planning was totally unrealistic. My supervisor told me he preferred a realistic planning with less work... I did not expect him to suggest that I could do less work! The fact that he preferred an honest and clear answer above an answer with which I tried to 'please' him, was unexpected. I realized that I try to 'please' others by saying what I think they would like to hear.

### *Concrete and specific unexpected results in my project due to change in behaviour and way of being*

- a. I refer to the situation of question 16 about the meeting with my supervisors that turned out to be very productive. At the beginning of my internship, I just asked my supervisors what I should do, without making a proposal by myself. In this meeting, I changed my behaviour as I gathered information and made a proposal. I could state my ideas and problems very clearly, creating a possibility for my supervisors to react. It became a very productive session afterwards, and it resulted in an unexpected follow-up session for the next week!
- b. When I had to present the results of my first analysis, I was sure that improvements could be made. Normally, I would have taken all the opportunities to make such minor improvements. However, I had to continue with the next tasks, so I did not want to give too much leeway to my supervisors in saying: "could you still improve this and that?". Therefore, I presented my methods and results by reasoning with brief arguments, and ended by saying: "I think this is good enough for now and I want to continue with the next phase." My supervisors just said: "OK", and after some little remarks, we only spend 10 minutes in discussing this analysis. And what was more: I did not need to spend more days on working out all details of this analysis!
- c. At the start of this project, I was hesitant in asking people for help, as I did not want to 'bother' them. However, when I had to contact people for an interview, I just stepped on my bike and

visited them with a request for an interview. I found that a lot of people were more than willing to help. With every new visit, I felt less hesitant and more assured on what I should ask so that others could sincerely help me. I arranged eight interviews with firm owners of small- and medium-sized enterprises, and even one interview with a large insurance company (although I did not visit them by bike).

## Leadership

### *Experiences and lessons in being part of a group*

At the start of this program, I preferred listening to what others said above speaking by myself. However, by letting the initiative to others, I also found myself often in group discussions about topics that are unfamiliar or not interesting to me. As a result, I do not 'feel connected' if I can't (or do not want to) deliver a contribution to the discussion.

I realized this during Module II of this program. After a while, I felt comfortable in the role of discussion leader. I had control over the topics being discussed, and I enjoyed the conversations. I felt connected and involved. When I was not the discussion leader anymore, there was a session in which others were sharing experiences and talking how much they understood each other. I did not recognize me in what they said. I felt miserable because I could not contribute, and felt disconnected. This happened two times, but the second time, I spoke out that I felt disconnected (and therefore miserable). It was a great relief to me, but to others as well. They understood me better and involved me in the conversation again.



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What I learned, is that I can steer conversations towards topics on which I can deliver a nice or useful contribution. It is easy to listen and wait for what others will say, but by coming up with topics myself, I keep the conversation going (with topics that I like). As a result, I feel much more connected to others, which is a nice feeling.

### *Experiences and lessons in leading from a distance and delegating*

I tried to delegate a task to my father when I was very busy and he wanted to help me. However, I could not explain properly what I wanted. I was not sure yet by myself how the task should be done, and these doubts came forward when I tried to explain him. When I left my father alone, my thoughts were still by the task I gave to him. I could not take distance from him and the task. In the end, delegating this task cost me more energy than it saved me.

What I learned about delegating and leading from distance, is that you need to know very carefully what needs to be done, so that you can set clear expectations to others. They can only help you if you clearly communicate what you seek to achieve. When you both agree on what needs to be done, you need to trust that the other will do a good job. From there, you need to accept that you do not have everything under control.

### *Experiences and lessons in the area of commitment*

At the start of this program, I wanted to know whether I'd want to work as a consultant. After 3 weeks, I was already trying to answer this question. I realize that I have been overly attached to this

'result'. I wanted to fit in this consulting job and organization, because I thought it would be good for my career. Because I was so attached this result, it blocked me in behaving freely. I did not want to mess up, and my results deteriorated from this fear. My coach, Renske, really helped me by asking: "Can you trust yourself that in 5 months time (at the end of the project), you will know whether you want to work as a consultant?" My answer was: 'yes, I can trust on that'. The result was that I became much more relaxed in making career decisions.

What I learned, is that you achieve better results when you are not attached to it. Not being attached allows you to inquire what is happening in the here-and-now, and from those observations, you can make much better decisions and achieve better results. Regarding my choice for consultancy: the decision to do this project in a consulting firm was a decision based on logic, but not a choice from heart. As Rijkman Groenink, former CEO of ABN-Amro said in the Dutch TV-show College Tour: "For God's sake, choose something you like, and not because you think it is good for your career."

### *Experiences and lessons in the area of responsibility*

At the start of this program, I thought I would understand my successes and setbacks quite easily. I expected to be open for coaching. I already discussed that I can be quite stubborn though. It was in Module IV (after 3 months) that I realized how I was still following my own, detailed way of working. After this Module, I experimented with new ways of working that appeared to be more successful.

For example, I made more unreasonable requests (e.g. by asking whether people wanted to be interviewed), and I took more time to rest and relax (e.g. stopping after 20:00 in the evening).

What I learned, is that I better understand the reasons for my successes and setbacks if I am calm and rested. Most of the time, the reasons come from one of the success formulas or stop rules: 'I want to be perfect', 'I aim to please', and/or 'if I say what I really think, I will be rejected'. Recognizing these reasons and being able to laugh about them, makes my life easier and more relaxed.

### *Experiences and lessons in the area of being related / being in communication*

At the start of this program, I was more reticent in expressing my thoughts and feelings. I was afraid of personal failure and/or to hurt others. As a result, I did not like to admit that I did something wrong, that I did not understand something, or that I disagree. I never told all my considerations, making it harder to express my thoughts clearly to others and to achieve mutual understanding.

However, if you start to share, others can react on your underlying thoughts and feelings that are otherwise not addressed. It allows them to give more concrete feedback, which helps me to cope with the underlying assumptions that might bother me otherwise. 'Sharing' has helped me both in the Modules of this program (e.g. by saying that I felt disconnected, in the situation of question 19) and in my project (e.g. in question 16, situation b. where I got explanation from an insurance agent after showing my confusion). I have experimented with showing my confusion, asking questions for clarifi-

cation, and summarizing what others say. What I learned, is that sharing can help achieve mutual understanding. If you know that you are on the same page, this creates the possibility to connect with each other. Being in relationship feels much better than being afraid that you might be rejected if you say what you really think or feel.

### *Experiences and lessons in the area of integrity*

I should do what I say and live up to my promises. It's about being in time and delivering a piece of work that is just 'good enough', without all the details... Need I say more?

### *Experiences and lessons in the area of dealing with authority*

At the start of this program, I was waiting for the input of authorities, instead of projecting my own ideas. While trying to incorporate all suggestions of different authorities at once, I was constantly seeking for manners to 'please' everyone. In my project, it was impossible to incorporate all suggestions at once. This made me more doubtful on what way to choose. In showing these doubts to my supervisors, they told me that they do not have the answer either. I am the project leader, and I have the best information available to take decisions. If I can give proper arguments why I take these decisions, they are fine with it as well.

What I have learned, is that I should have a reason behind my decisions. If these reasons are valid, there is no problem in dealing with authorities. If the reasons are invalid, they will let you know, and you learn more quickly through trial-and-error.

### *What 'creating possibility' means for me*

Knowing what you want from others, and clearly stating what you are seeking to achieve. If you are able to communicate this clearly to others, you get a better (and sometimes unexpected) answer. Moreover, if the goal appeals to others as well, it opens up a lot of possibilities! It is mainly about creating energy by yourself and others. If you are genuinely energized yourself by knowing exactly what you want, it is much easier to transfer this energy to others as well.

## And not to forget...

### *What has been of most value to me this last half year connected to the course*

Looking in the mirror by getting feedback from others. For this end, the Modules with the fellow students were great, and I really enjoyed them! The atmosphere was open and relaxed, so that you could share your thoughts without having any concerns on the impression it will make on others. Because there are so many people who see 'the colour you are swimming in', you get a lot of feedback which is really helpful! This resulted in some incredible learning moments, especially during Module II (see question 17) and Module IV (see question 15).

It also gave me confidence when others mentioned a quality of which I am not consciously aware. During Module III, these even resulted in a nice characterization of myself: 'Scherp en sociaal' (thanks for your input, Inge and Annemarleen). To me, 'scherp' means having an eye for detail, but it is also a reference to the fact that I like to make puns ('woordgrappen'). 'Sociaal' is caring about others, and together, 'scherp en sociaal' sounds like 'sterk

en sociaal'. This is an old campaign slogan of the Dutch Labour Party (PvdA), so there we have a pun again. In general, I greatly appreciate the patience that others have shown with me, my success formulas, and my stop rules. I would like to thank my coaches: Amaranta, Mathias, and of course Renske! I thought that I would be very open to feedback and coaching, but I realized that I can be very stubborn and hesitant... saying 'yes' while acting 'no'. I might not have been the easiest person to coach during these months. It is now that I realize how patient my parents have always been with me, for which I am very grateful! Realizing that I can be very stubborn, has been an eye-opener to me. Armed with this (self-) knowledge, I am now more open to the people around me. I am more curious for what they have to say. I am very curious which possibilities will open in the future from this open attitude!

### *Changes outside the project in relationship with friends and family*

During the project, I travelled between Amsterdam (the office location), Hilversum (where I stayed overnight for 2 days a week) and Twente. I made some very long days – longer than I was used to. It was tiring, but as a consequence, I also learned a lot about myself.

Of course, I had less spare time to spend with friends. On the one hand, I am less concerned now with how I will look if I state what I really want. On the other hand, I've come to value the moments with friends much more right now, and enjoy them as much as possible. In general, I realized how happy I am with my friends, family, and environment here in Twente. It really felt like home when I

came back from some (tough) days in Amsterdam.

My parents have been of great support, and I shared much more of my thoughts and problems with them than before. They know me like no one else, and they understand exactly what I mean as soon as I recognize a new stop rule or success formula of myself. It was fun to hear their reactions: "oh yeah, that's what you always do... Ha, finally! That's what I try to tell you for 22 years now!"

*The active ingredients of this leadership programme enabling a change in my way of being*

Learning to recognize your success formulas and stop rules. It is about creating awareness for your own 'patterned' behaviour. If you start to reflect on your initial reactions, you can determine whether the reaction is really appropriate to the situation at hand, or whether it is just a success formula or stop rule. Therefore, 'being present' has been an important ingredient as well. To me, this means objectively reflecting on a situation: seeing, feeling, listening in the hereand-now, without making any judgments on beforehand. On these moments, you are open to new possibilities.



*"The secret of happiness is freedom, the secret of freedom is courage"*

*- Thucidides*

*My name is Annemarleen Kersbergen and for the past year I have been working for the study tour committee of civil engineering study association ConceptT. This was a perfect project for the experiential part of the honours program because the largest part of my work involves communication. During the modules and the conversations with my coach Rita Bevers I have learned a lot about leadership and I have grown in my role as project leader.*

## Short term Project & Results

It is already more than a year ago that my project started. Just before the summer holiday of 2013 I had the first meetings with the study tour committee of my civil engineering study association ConceptT. I was starting my masters in September and

had decided to do something that is fun, meaningful and would extend my study time (I think 22 is too young for me to start working). They were starting up a new committee and I heard wonderful stories about the last study tour, so I signed up and we started working. And now, more than a year later the picture of my project is much clearer: I am chairwoman of the committee that organizes study tour Latin Links 2014 to Argentina and Uruguay, three weeks of travelling with 21 students and two teachers and visiting a lot of interesting companies and projects. The study tour departs in September. That means that by now there is a planning of the days of the study tour with both educational and cultural excursions, the preliminary studies are almost finished (research questions are set up), the contract researches that will be executed are all with contract so we have assurance of the money and the committee and the participants are a team. We will work during summer on further preparations and the whole project will not be finished till the end of December, when we close things off with a symposium.

I called my project 'Linking the future' because it fits perfectly! The first link is with the study tour

theme: Latin Links. And secondly this project creates possibilities for the future. It gives the study association and the faculty status, because it is one of the bigger projects from them. It also gives the faculty international reputation, because the students will pay visits as representatives. And it is a chance for the study association to connect with Dutch companies, because of the sponsorships that we offer.

For the committee members the project gives them a possibility to cope with responsibility and to learn specific skills (mostly in communication). The study tour gives the participants international experience and also experience from practice. By doing their contract research they get some more work experience. And last but not least they get to travel with a group of fellow students. I get the same opportunities as the committee and the participants, but for me personally it is an opportunity to deal with responsibility, and also a chance to learn skills instead of knowledge. It gives a huge experience and maybe it will help me in my career choice.

In overall the project went very well, but there were some setbacks. At one moment there was the prospect of having not enough money to go through with the project. The board of the Study Association was very worried. We got more money by working very hard on it together as a team. That few weeks we were very inspired, we called a lot of people and eventually there were more positive reactions. Another setback happened in the last few weeks. A contract research suddenly stopped before the end date because there was a failure in the data collection. This meant that the participant couldn't make the 120 hours of work that he was

ordered to do and we cannot bill 120 hours but only 60. This was not a major setback because it was just extra money, not necessary money. I accepted it, but also tried to do everything to fix it. Now we have a prospective to share the loss with the company so we can bill 90 hours.

## ResultPlus

Before the program started I was quite skeptical. I couldn't believe that something would change, and at one point I even thought: 'But I don't want to change!'. But there is created some consciousness about my way of being and how that works on others and the result. And I don't think that I am completely there, but there is some more freedom. That was where I did it for in the first place. In the second module, about group work, things hit me. I saw what I was doing, I saw what others were doing, what happened in the group, I was relieved to see that some were feeling the same anxieties as I do and surprised that others were feeling completely other things. I became curious, I almost couldn't wait to go back to my study mates and see how things were there in the groups! After that module I understood the questions that my coach was asking. It was not because I was doing something wrong or needed to change myself, it was to show me a different perspective. Accepting coaching was difficult at first. I thought it wouldn't, but it was. After the third session I was so frustrated that I thought 'How am I going to do this for half a year'. The coaching was taking more time of me than my project, so I decided to make the triangle in the coaching form about the coaching, and so tell Rita about it. And after that things changed. The conversation we had was very nice and since then the coaching

issue was solved. Because I showed more of myself, and also my difficulties with coaching, everything was on the table and nothing was held back.

The adjusting to the program was a kind of using successful pattern sticks and eventually letting go. At first I thought something was expected from me and I was searching how I could do it right (one of my success formulas). It is frustrating when it doesn't work, so I started to think of why it was not working while taking little responsibility myself. I was complaining to others about how frustrating the program was and for a while I was just skeptical inside but didn't show my difficulties to others in the program, because I thought it wasn't expected behavior. The point of letting go was sending the coaching form about coaching, in fact being open. It feels scary, because you're vulnerable and don't know how the other will react. I remember waiting a bit before pressing the 'send' button of that e-mail with the coaching form. After letting go of the stick I could accept more that I don't know everything and it feels more free.

This feeling results in situations of 'being possibility', of which I will describe three examples. The first situation was in the time that it was not going so well with getting enough money and enough excursions. We talked about it during the meetings, then we thought we should just get going and the week after it nothing much happened. When I decided to get clarity about the situation, I made two lists on the whiteboard in our room; one with the contract researches and one with the excursions, so everyone had a constant reminder that we didn't have enough, that we should work on it, and it felt good to write another company name on the list if



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we succeeded. I was relieved that concerns about this could be openly expressed and that we were communicating about the same thing. I had no thoughts holding me back or thinking differently from how I acted, because everything was visible and open. Also it gave inspiration to the whole committee.

Second situation was during a course. I was working on an assignment with a good friend. We have worked together for all our university years, so we know our strengths and trust each other. Then another boy from our class asked if he could be in our group. We agreed, but we knew our smooth system was gone and it would cost more time now that he was in the group too.

So the first times when we sat together working on the assignment I was frustrated. Then, after a coaching meeting, I took the time to work with him, explain him things and although it took some time (but not the high amount that I was thinking), we completed and I was feeling happy again. And I was not in a rush anymore. A third situation was when we had a go/no go evaluation with the board of the study association. It was in the time when the financing was not working very well. The board members were expressing their concerns, but the way they did it didn't fall good in our committee. It felt like we were pressed down. So I asked if I could talk with the president of the board about it, because we didn't feel well with it. And we had a very good conversation. It felt good that we were not silently complaining but that I did something to maybe make it better. Because we practiced it so much during the modules it felt natural to express how I, and the rest of the committee, felt.

I think the overall feeling that I have when I am being possibility is happiness.

A pattern that I encountered in this course was that I am thinking too much and therefore not expressing. Sometimes I'm living too much in my mind. One example of this is that I think of something to tell someone but before I tell or send a message to him/her I start thinking what the other might think of it, I begin to think that it is weird to do it and I stop. Because I'm thinking for others I am stopping myself. I have doubted a couple of days before inviting people to my dance show, instead of just doing it.

I think to know perfectly what others are thinking. And others are always cool, outgoing, they know what they want and don't have the anxieties that I have. But during the course I was talking to other participants and when I expressed my feelings they said they felt the same! And that happened more, for example when I told my committee members I don't really look forward to my master thesis because it is a big step to start in a company and move to another city at the same time and it means stepping out of your comfort zone. It was not easy to say, because I thought they would maybe not understand it. But of course I had it wrong, they agreed with me that it is definitely not easy and we had a very nice talk about it.

The third example of me thinking too much is during a meeting with the professors that are supervising the study tour. They are responsible for the educational part, but during the meeting I was doubting if they even knew what it was about (in other words, they said other things than I expected). Instead of expressing this, I held it in me

and was complaining the moment afterwards to my committee. So I thought I knew what the professors were thinking and aiming at with their ideas. And I felt like I should convince them of my ideas. But when I later came back on the conversation, they didn't have that strong ideas yet, they were willing to think with me and they were taking responsibility for their part. It could have saved me some stress when I was relying on this earlier. I was too much in my head, thinking I knew what the others thought, and therefore I missed a connection there.

In forehand of the program I didn't expect much. I thought maybe I knew more about being a leader. But there are unexpected results because the program also covers the personal things. So my relation with the committee members is much better. It makes it more a team where we are working together and can say to each other what we think. And I can talk with them about personal things. That was something I wasn't expecting.

## The concepts of Leadership

There are a lot of leadership concepts that we discussed in this program. It started with being aware of group dynamics. During the program I have noticed the concerns of a beginning group, and now I notice it in all other groups that I start. The frustration is less when you know what is played, and you can let go of it. And I learned that it is good to say what is on my mind.

I learned that if a leader is appointed, you can have some distance and delegation. I shouldn't be worried that it is not accepted by the others, because it is my job. They are expecting it, and when I do it,

the result will be better. I experienced this quite late in the project, when I was beginning to ask the others to deliver things, and to say that I was not approving with some behavior.

I found choosing very interesting in the course. Choose if and what you are going to do and then fully commit to that. It is hard because I tend to need some kind of outside pressure to perform. But it is important to remember that you have chosen to do things. For example to do an academic study: Sometimes I forget that it is my own choice when I am thinking how boring it is. I don't have to do it, and if I want something more fun I can make it that way myself. This year I chose to stop partially with my courses and focus on the study tour. And it goes well, normally I don't have difficulties with starting to work at 9.00 and even if it's boring sometimes I don't give up.

I think I've had less 'yes, but' conversations since this program, and that is really a win. I am/was very good in finding excuses or really wanting it my way. As the chair of the committee I've grown in my responsibility. I feel responsible for our activities and when there is a representative task to do, I take it without discussion. Being the representative of the committee and of the whole study tour was not something I was looking forward to, because it is a place in the spotlights. Because it is my task, because I feel responsible I do it, and that feels good.

What I learned about integrity is that it is very important to do what you say. I have had no problems with this because I was always afraid what others were going to think when I would be late with something.

Maybe there has been a change in why I deliver my things in time. I do it now because I want it, not because I am afraid of the reactions of others. On the fourth attitudinal aspect, being in relationship, I learned the most. I have been leader of a committee or project group before, but I was only keeping control of tasks and was sometimes a bit disconnected with the people. I've learned that you can accomplish more if you establish a good personal relationship. That means also for me to be open and just tell things that are on my mind. To share the fun things, but also concerns. And I've been surprised of the very positive reactions of others and the relationships that have grown because of it. And I have also learned things in areas that I thought I was good at: I always thought that I am a good listener. But during the 'giving space' exercise, I found it sometimes hard to ask open questions, to not go with my thoughts miles ahead in the direction that I was thinking it would go. Asking open questions is something I will continue to practice.

Because of all these lessons learned on the concepts, I've also learned something about dealing with authority. I have had problems with communicating with supervisors before, because I was afraid to not fit in their picture of me, afraid of high expectations. I was thinking about it, and complaining to friends, but I have learned that it is much more easy to go to the teacher or supervisor and say that I don't understand. They probably won't mind. But also when I'm not agreeing with them, I know I can discuss it and I don't have to fight it silently.

Conclusion is that I've learned a lot. And 'creating

possibility' is a phrase that I will not soon forget. It means to me an awareness of all the concepts, a key to see things from a different perspective and a way to improve things around me and inside me. Creating possibility is to me a process where a peek into the future is shown. A motivation for the work, inspiration, having an open conversation, where all concerns and misunderstandings can be expressed. Also having the time to come to some inspiration for the future and having a connection.

## Conclusions

The most valuable thing this half year was to see that I am not alone in things. To learn to be generous for myself, but also think about how I behave. Because I now know what to look at and which questions I can ask myself, it is not longer the matter to think situations over and over again, but I if I can somehow look from it from the outside I can change my life into a more free life.

Because of the positive experiences with sharing during the program, I began to share more feelings and experiences with friends, family, my housemates but I began also to talk to people I don't know that well. And when I do start a conversation to someone I don't know that well or with a friend about a difficult topic, I find that they like it and also share more things with me in return, so there is a relationship. I feel more connected, and I don't have to pretend something.

The active ingredients in the program were all the questions that were asked, sharing of experiences with the others in the program, the openness and friendliness of the others (I have never met such a

social group of people!) and the complete experiment of module 2. I didn't really like the modules where we had to role-play, because it feels fake (it is fake). The experiences in the second module were real, and I learned a lot from it.

I couldn't believe that this program would change something. Amaranta was promising it in the beginning, but I was very skeptical. But I can now say that it really brought me some more freedom and I have a whole life in front of me to figure out how to keep the freedom and perhaps even to expand it. It is very special that the university arranged this for their students and it is very special to have a group of young people experience and discuss these things with each other. This program is a very valuable thing to me. I hope to keep remembering it the rest of my life.



*"The future has many names:  
For the weak, it means the  
unattainable. For the fearful, it  
means the unknown. For the  
courageous, it means opportunity."*

*— Victor Hugo*

***B**My name is Bitia Mirzaei and during the experiential part I was the mentor coordinator of Erasmus Student Network. My job is to provide all the mentors with information but also finding fast solutions regarding problems about international student such as administration stuff. Additionally, I am on the board of the ESN and thus, all board members are planning activity projects for new exchange students who are coming to the University of Twente.*

Next to it I was working on an actionplan where my focus was to come out of my comfort zone and thus, seeing possibilities for my future career. Therefore, this programme helped me to develop my leadership skills but also to be open for new opportunities.

## Short term Project & Results

*What is the desired result, visible and measurable, of your project/action plan by 27th June 2014?*

I am doing now an action plan, which helps me to create a possibility in order to find a traineeship for October. In June 27th the goal is to apply to many companies (max. 20) but also asking friends and colleagues if they have contact persons who are working in a company so that I can send my application letters to this person. Every week there will be a new challenge, which will help me to come out of my comfort zone and that I, take actions. End of June I will have to make a clear decision of what I am going to do next (traineeship, internship, job, setting my own start-up).

## Possibilities

The possibility is that I am taking action instead of postponing it and thus, the possibilities would be self-development, enthusiasm, carrying, unreasonableness, responsibility and relaxation.

## Measurable results & Setbacks

The current visible, measureable result of the project is that I have 2 job offers that are not traineeships. These two jobs I received by talking with friends and families and therefore, I had a chance to show myself. Additionally, I had the chance of having a good exchange of ideas with my sister's finance and thus, I am going to set up my own company with him. The concept, which we are using, is a new one and therefore, there are not so many products on the market.

I had few setbacks! Starting with getting rejected by 3 companies. Additionally, I had to change my project due to the fact that I could not work with the company anymore. Because of these setbacks, I was afraid of getting out of my comfort zone and therefore, I start postponing it.

As mentioned earlier, my first reaction was to postpone everything and not really dealing with this situation. I did not take any actions and I was waiting the whole time. In other words, I was depending on others and thus, not feeling free. Additionally, I was stressed out. When I start taking action, I stopped to postpone everything and I was not afraid of failing. This happened, when I had the possibility to share my ideas concerning business with my sister's fiancé. In a way it opened my eyes and I was full of energy. I took more action and responsibilities and I start seeing opportunities, which I did not even realized before.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

If I chose one word for my learning journal of the last 5 months, I would say, "challenging". 5 months ago, I chose my master thesis as my project and it was very stressful due to the fact that I was depending on a company. The whole time was waiting and postponing everything. After almost 6 weeks I decided to change my master thesis so that I am not depending on any companies anymore.

However, till that time I was not really producing any results. I was standing at the same spot, where I started. Now I have a project, which is an action plan. In this new project, I have to push myself by doing unreasonable request. Additionally, I am taking actions as well as responsibilities. If I look at myself now, then I would say that I developed myself further. I am not postponing anything anymore and I am also looking for opportunities. For instance, when I start with the action plan, I was really thinking of what to do next and I even did unreasonable request such as asking friends for help regarding the traineeship.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming.*

I think it was when I was tired of waiting for the final

answer of the company. I realized that I am not making any steps further and I was very angry about it. It was like being the fish in the fishbowl and being ignorant of doing any steps that can be challenging. My fear of failing was higher than taking actions or seeing possibilities. Another turning point was when a friend asked me to help him with his business plan and that I should work with him. I was such an ignorant that I did not really look at possibilities/ opportunities like this. In other words, I was sticking to my old patterns but I was not doing anything different.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

Accepting coaching was not that difficult. The difficult part was of letting go of my old habits. It was a long process and most of the time I could really see my stop rules and success formulas. In my opinion, I start letting go of my old habits when I realized that these habits are standing in my way. After realizing this, I was accepting coaching in different way since I was more open for the feedback. Additionally, I start asking more questions. Before that I accepted the coaching as well but I was not very open in way like asking questions or seeing the differences of my way of being.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

There is one situation, which I experienced during the 5 months. When I had my first project, I was



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having the issue that I was working hard like finishing the proposal and the literature review. Next to it I was waiting for the company to find me a supervisor so that I can start with the methodology and survey part. While waiting for the company, I start correcting my proposal and literature review so that I do not lose time. After a time I was lost because I was not getting any further although I was giving my best.

I was feeling weak and not good enough which was showing me that I failed. In this case, I start to act after realizing that I do not want to work anymore with the company and thus, I told them that I do not want to collaborate with them anymore. Suddenly I was not dependent anymore and I was not postponing my project either. I change my master thesis and decided to do it totally differently.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

### First

The first situation would be when I was searching for 20 companies where I could do a traineeship. Instead of finding 10 I found 14. My goal was to find 20 companies in two weeks. The difficulty in this task was to find companies that are offering traineeship in my area and where I can start in October and additionally, the company should be located in Germany. This was not as easy as expected. When I found the first 5 was a little bit bored since I had to check all websites and look if this type of traineeship is offered. But when I found the 20th company I did not want to stop, I was being more unreasonable and wanted to see if I can

find few more due to the fact that finding more means more companies I can apply to. Being possibility was that I was caring, self-development, responsibility. Usually, I would say okay I found 20 and I can stop now but I did not want to do it in this case.

### Second

The next situation would be that I got a job offer from the one start up company. They asked me to do a business plan and I said that I would do it. Usually, I would say that I am busy or that I am not sure etc. But I said yes and now they offered me the position of sales represented of Germany. This was very surprising news and I could not believe it. Being possibility was that I was respected, sincerity, connection, leadership and interest.

### Third

The last situation is that I start to set up my own company. I talked with my sister's finance about an idea and after that I start to do research about it. It took me 1,5 weeks to realize that I am now working on a business model. Additionally, I talked with a good friend of mine about this and we asked a professional regarding this idea. We received a positive feedback and now we are working on the vision, roadmap and business model due to fact that this professional would introduce us to a potential investor. The original plan was to do it in August but now I am not going to postpone it. Being possibility was that I was self-developing, creative, responsibility, sharing, joyful, unreasonableness and enthusiasm.

*Please describe three different situations and connected results, behavior, thoughts, feelings*

*and physically sensing in which you recognize a pattern?*

My first project was very stressful and I was not making any development and since I was too attached to this project I did not want to give it away. Therefore, I was postponing everything and I did not take any actions. My pattern was that I was afraid of failing and thus, I was afraid of taking risk. The result was that there was no result. After 6 weeks I decided to give up this project and thus, finding a new project. The second situation was when a company for the traineeship rejected me. I was sad and I was afraid again of doing the next step and therefore, I did not want to apply for other companies. However, the pattern was that I wanted to postpone it again and thus, not taking any actions. But in this case I decided to apply for other companies due to the fact that I did not want to wait. All in all, I would say that my main pattern was to postpone everything due to the fact I was afraid of making any steps forward.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

The unexpected results in my project would be that I found different types of jobs such as working in Dubai, setting my own company, sales represented in Germany for a start up company. I was looking for a traineeship but I did not take into account any other options. Since I was not attached to the result I was open for other opportunities. Being open gave me the freedom of looking for other chances and possibilities. I took action instead of postponing everything. I saw the chance with setting up my own company and now I am curious about the

process and the least I can do is to give it a try. Additionally, in the beginning of the honours programme I said that my dream is create my own foundation and thus, helping children. By setting up my own company I have the chance to link this foundation with my company due to the fact that company's vision and mission is to be sustainable and to make the world a little bit better.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

It is a dynamic process. Starting with the learning phase. In this phase I had the chance to get to know other people ideas but also discussing about the goal of the project. Sometimes there is no process due to the fact that all group members had different ideas. But all in all I had a great time with the group since we shared ideas and we also tried to solve problems immediately. As long as there is a good atmosphere the group was able to produce better products.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

Leading and delegating was not that difficult although it was time consuming. However, since I had a good group it was not difficult. We had a good relationship with each other and thus, the working atmosphere was very good. Sometimes, it was difficult to motivate people to work due to the different time schedule but this was not always the case.

*Please describe what have you experienced and learned in the area of commitment?*

What I experienced during this time was that if there is no commitment then there is a high chance that the output will not be as good as it could. In a group all members have to be commitment otherwise there will be less motivation to work. For instance few group members who are committed are more willing to work. Additionally, if I am not committed then I will not give 100%.

*Please describe what have you experienced and learned in the area of responsibility?*

I learned a lot in area of responsibility. I realized that taking responsibility is an important step concerning self-development. For instance, I always took responsibilities regarding group works or my university work. But when it has to do with my private life I was taking responsibility in a different way. I was taking responsibility regarding specific private issues but I also postponed it when I was not in mood of it. But this was never the case in my working life. Therefore, I had to learn that I also have to take responsibility if it comes to make decisions, which y future life. I start to take responsibilities in area, which I think that it is interesting and which is only about me.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

Being related was a strange and incredible experience. I start to think to set up my own company after sharing these ideas with my business partner. Thus, we were communicating a lot about it and we were very excited of implementing the idea. Shar-

ing both ideas and feelings about this project was giving us the motivation of planning this project and thus, starting to set up the company.

*Please describe what have you experienced and learned in the area of integrity?*

I found out that I am person who likes to work with people who I can trust. Trust means for me that I can count on them and that I know that these persons are reliable.

When the company was not committed to my project I was thinking to stop the work with this company due to the fact that I did not believe that this company is reliable. This was one of the reasons why I wanted to change my master thesis topic. I am person who does what she says. In other words, if I say that I do something then I am definitely going to do it.

*Please describe what have you experienced and learned in the area of dealing with authority?*

This was a very interesting issue. Due to my cultural background I have not a problem to accept authority. But the main problem was that because of this cultural background I did not really make a move in order to say what I think about my master thesis topic. In other words, I was depending on the company's response and usually I could have said something to them but I accept the authority without scrutinize it.

*What means 'creating possibility' for you?*

Creating possibility means for me to develop myself further and thus, seeing opportunities I did not see before. During honours programme I had the

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chance to see that there are many opportunities for me as long as I am open. I start of doing unreasonable request and stepping out of my comfort zone.

### And not to forget...

What has been of most value to you this last half year connected to the course?

The most value I gained during this half year was that I change my way of thinking. I am more spontaneous and I am also taking more risks. Additionally, I am not letting my stop rule (being afraid of failing) stop me from taking/ seeing opportunities. Furthermore, I had a chance to meet great people who I could share my experiences and thus, learning from them.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

I start to see the never-ending game and thus, I automatically stop when I realize that I am in a never-ending game. My friends told me that I am more relaxed and open for change. All in all, I would say that it had a positive effect on all my relationships due to the fact that I try to see everything from my point of view. For instance, if something does not go right then I try to see the mistake, which I did and not what the other one did. In this case I am more relaxed and calmed and thus, I do not judge. Additionally, I am sharing my ideas with many people and thus, I have the chance to see more possibilities since I am open for feedback.

Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible?

I would say that sharing was the active ingredient that made change in my way of being possible. Every week I had the chance to share my problems and daily situations with my coach and getting feedback was helping me to see what I did and what I could do in order to reach my goal. After a time I was able to see that my stop rule was stopping me to make progress and thus, I start to change my way of being possible. I took risk and action, which could lead to a progress. I could measure my progress every week by looking if I did any improvements.



*“A leader... is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”*

*-Nelson Mandela.*

***I**My name is Inge de Jong and I started my graduation project at the Liliane Foundation. During this project I was able to put the lesson learned in to practice. This honours program has which enriched me as a person and create a better understanding of leadership.*

## Way of being

*“Hard work beats talent, when talent does not work hard” –Tim Tebow*

*“Nothing worth having comes easy”*

These are my biggest success formulas. To be able to get what I want, I work hard and do my best. I will be helpful, I do what people expect of me and it is never enough. There is always a possibility to try harder, to gear up, and to make sure I can make it! Because I am an independent women who can make on her own! This was my vision at

the beginning at the honours program. And still part of it, I believe, is true but I have seen it in a different light. This program has teaches me where my success formula's and stop rules come from. Thanks to my wonderful coach, Rita, I now try to use my success formula when I need to, but never let them be fuelled by my stop rules. Acknowledging this fact has created possibilities to speak up freely and to do what I want to do with my life instead of doing what I think that I should do with it.

*“Be yourself the rest is already been taking”  
–Oscar Wilde*

But be aware of your behaviour, your impact and the result it might have. This is one of my lessons learned during module II, about productive teams. It became clear to me that acting completely different from how you are cost energy and gives you frustration. You need to accept yourself for how you are. This doesn't mean you should not think about the people around you. This course has given me insight in the different personality of people. I have learned how other characters think and behave the way they do. Understand this phenomenon and using the provided tools I can change my behaviour in order to make sure that we

are communicating and looking at the same blue sheep. Before a team is able to producing a result their needs to be acceptance and trust. Everyone needs need to be fulfilled and true leadership is managing those needs with respect to the shared goal.

Of course I know that people are different than I am and they have different needs, but I never completely realised how different. Because of the openness of the course I was be able to gain insight in my classmates' emotion, their feelings and thoughts. Often they were different than mine. It was surprising how other people who had the same group assignment experienced it completely different. At first I had great difficulties accepting situations which made no sense to me. My red colour was everywhere. I needed to let go the fear if things will not go the way I would like to see them. The danger for me is that I get disconnected and I do not care anymore and that did happened during module II. Also during the last couple of months I had a moment of being disconnected. It always appears when I have the feeling that my contribution doesn't make any difference and I get the “I do not care” attitude and I am out. During the coaching



session I noticed this phenomenon occur even more frequent than I realized. Most of time I did not say or do anything about it and got frustrated if things did not go as planned. While typing this it, I noticed that I sound like I am an old lady, sitting behind a window complaining about the weather. Luckily, I know now and try not to behave like I have autism. To prevent I fall back in old habits I frequently require actively asking myself: "What is the worst case scenario if...". Often I come to realize that nothing bad is going to happen, the world is not exploding, and I just need to relax and see what comes from it. Actually it can be pretty amazing realising there are different (and sometimes better) approaches for doing the same ordinary daily activities.

Different behaviour can have different effect and different result and I need to acknowledge that I was not (always) aware of my behaviour and how this was perceived by others. Of course, everyone has prejudices as soon someone walks into the room but how do you influence this? Changing your moves, way of being or behaviour could have tremendous effect on how people see you but in the end you are always you.

During module II, I was trying, like really trying, not to be myself. Suppressing my primary behaviour has led me to the conclusion that it is depressing to act like someone you're not. Experimenting with my behaviour has given insight in my way of being and how others perceive this behaviour. Knowing which behaviour is preferable in different situations gives power and control. Unfortunately, it sounds easier than it is. Especially when I got enthusiastic or upset it is difficult to lower my energy level and

act like different.

Understanding other personalities and their needs makes it easier to communicate with them. Luckily, not everyone is like me (would be a weird world if it was, but thank god it is not) but realising the different needs of others results in a more productive team and eventually in a better end result. Nevertheless, I noticed that although I know everyone has its own quality I have to admit I am quite jealous. In former times I was not able to cope with given situations in where other people are better than I was. Nowadays, I realise that there will always be someone better than me and it is a never ending game. The water I was swimming in at that time was normal to me but when we opened up and talked about each other's positive and negative behaviour I started to appreciate my own qualities and concluded that they were not as normal as I thought they were.

Contributing, sharing my thoughts and ideas was my way of being. But Amaranta has brought clearly to the attention that if two people have a conversation and you want to jump in, you're not listening anymore. At the moment you want to contribute you go to your mind palace, you drift away in your thoughts and at that moment and not paying attention to what those people are saying. And when you in your mind palace it makes it difficult to detect the never-ending game or even to figure out what they are really saying. I have great difficulties staying in the conversation. If there is a 'problem' I start thinking about a solution and when I have figured it out I have the urge to jump in. Although it was possible that I miss most of the conversation I still want to share. Most of time I wear my heart on my sleeve.

But why? I believed that my stories may help others! The situation was nearly the same so maybe they could learn from my experience. I have learned that my behaviour is not helping them and that I am actually behaving with my success formula. To let people figure it out by themselves create an opportunity to learn. Because let's be honest, how often did you hear: "Be careful, it's hot". And still you burn your mouth. It is the process of trial and error that teaches you that you should not drink just tea when the water just has boiled.

I have started to control my urge to contribute. By active listening and asking questions it will be in the conversation. But I find it difficult, I realised that I prefer to have people around that start telling a story by themselves and that you can say: "Really you too?! I had the same..." and then you start a story.

I noticed that most of my friends or people I hang out with are doing this. For me this was a shocking realisation. Thereby, I concluded that if someone didn't start a story by themselves I always assumed that the person did not want to talk about it. Because that is what I do if I do not want to talk about it, I do not talk about it. But by some people you need to ask multiple times before they start talking and afterwards they are happy you did! Here is where the unreasonable question came handy for me. In the beginning, I found it weird to ask these questions but then I didn't know the effect it could have! I realized I made judgement in my head.

*"Je ziet het pas als je het door hebt" - John Crujff*

The quote above is from a famous Dutch football player, which translates into something like: "You see it, if you understand it". This was for me the

perfect wrap up in the: “I do not know, that I do not know, what I do not know”. I have my blind spots “I know, that I do not know, that I do not know, what I do not know”, and during one of the coaching session this became very clear. My coach let me see that when every there is a big ‘problem’ what I cannot solve straight away I go in total shut down. I start to think, make a spreadsheet with all my option, rethink, and come to a rational decision. At this point my coach was saying that I did not accept coaching, I disagreed. She was trying to be helpful, making suggestion but those did not fit on my spreadsheet so I concluded that it was not the ‘right’ thing to do. She literally said: “you’re not considering my suggestion”, which was true because it made no sense to me. But the when the next big ‘problem’ came up, I wanted to be a good student and tried it her way ( or I did it because I wanted to be right, a.k.a my success formula). The result of her way was mind blowing! Instead of thinking it through all by yourself, it is really good to ask people what they think and collect the best ideas, blend them and make your own master idea. This opened a lot of possibilities for me. Instead of going to total shut down I now just ask and in my project I really worked. Friends felt engaged and were more than happy to contribute to solving my problem. Aldo it still feels like failing, I try to conquer the feeling and ask for help.

*“Sometimes the heart knows things the mind could never explain” - Ranjeet*

Beside this light bulb moment I also started more to listen what is in my heart instead my head. I was always a war of head versus heart but being able to take on leadership I needed to let go of the need to be right and gaining entry to being possibility.

This was hard to let go of my beloved spreadsheet, my logic rules and my principles. To push myself into the unknown and creating possibilities came with great resistances. For years I have lived by those rules, these were my lessons learned, why would I throw it away? Again, it did not make sense because if my spreadsheet is wright, it is wright no doubt about it. Now I see how shortsighted I have been. Creating possibilities from the future gives you so much more than that.

Why didn’t I know this before?! Choice with your heart gives you more strength to fight if you have a setback. There are always consequences that come with your decision and it is not possible to overlook the effect of all these consequences. So if the logic choice, in reality is not that logic, it is difficult to stick with it because it makes no sense anymore. The transition from head to heart is an ongoing process. Steps by steps I am trying to figure out if I am doing things because I want to (heart) or if I need to (head). Two years ago I had a good example of this fight. I wanted to from my Biomedical Engendering master to a Health sciences master. For me this was a huge step because I was going to give up my technical master. Because of the prejudices about alpha masters it felt like failing. I thought (like a lot of other people) that a technical master is way more difficult and that you needed to be smarter if you wanted to succeed. It is confronting typing this. Why did I think that people how do alpha master a less? It’s weird, right? It sounds as if technical people are better and smarter than not technical people. I realized this ain’t right! They’re not better, they have different qualities but they are doing what they like and what they can so I should do what I like and what I can. Aldo I made my deci-

sion a while ago, finally I do not fight anymore. My heart is happy, and my head tries to accept it. Unfortunately, a lot of people still say that doing a technical is way more difficult. I now know that doing what you want is definitely more important than something that might be more difficult. This realisation made me think and even believe that if you are doing what you love, there is no failing. If plans go differently as expected, you should learn from it and try again. It is like Thomas Edison said: “I have not failed. I’ve just found 10,000 ways that won’t work”.

*“Our greatest glory is not in never falling, but in rising every time we fall” – Confucius*

*“Sometimes it takes a good fall to really know where you stand” – Hayley Williams*

These quotes helping me realize that you need to keep your head up and your heart strong to be able to make it. During my setback I saw my blind spot and that I was able to change my behaviour. Instead of doing more than the same it tried something different, with success.

Another success story I head was with a friend of mine. At first she never replied on emails, did not arrange anything if their where things to arrange and there were more behaviour situations that was irritating me. I knew, that more people had these irritation but everyone pretended nothing had ever happened which created awkward situations. I really hated the situation but my friends where afraid to mention it. So at one point I got really annoyed and though this is the moment to change my behaviour. I wrote her an email wherein I said what I needed to say. This went horrible wrong and we

## Inge de Jong

got into fight. I called her and explained the situation. Using reasoning by my arguments resulted in a good conversation. In the end we discussed our feelings and were honest and open to each other. Surprisingly, after a few week she was literally a 180° different. I guess there were multiple factor that played a role in this situation but now she is really active and arranges a lot of stuff.

Amazing how strong your point of view becomes when you use reasoning, facts an objective behaviour description. After introducing these methods I use them everytime I have a difficult conversation coming up.

### My Project

To be able to coach me I needed a blue sheep. I choice my graduation project which I am performing this at the Liliane Foundation. This wonderful organization wants to open the world for children and youngsters with a disability in developing countries. This is mainly a one women's project but I get support of my supervisor at the university and the two employees of the Liliane Foundation, Benard and Sofka. My graduation project is based on the new perspective of disability defined by the World Health Organisation. Within this new perspective there is a transition from the medical, individual model towards a social model. The key point in here is that it is not the person how is disabled but the environment and/or attitudes of others that make him or her disabled. So the name of my project is: "The disability of the abled people"

The desired result of this project when it is finished is an outstanding research that answers my re-

search question: "Are assistive devices helping children with a physical disability to participated within their community?"

Here in the Liliane Foundation gets to know the effect of their program, the supervisors at the university will gain experience with an external master assignment and for me hope to get confidence in myself, that this work field is where I want to spend my time and devotion.

The question: "What would you like to do if you have all the money and time in the world", was my beginning point of creating possibility from the future (although I did not know these concept back then) and the reason why I choice to do my project at the Liliane Foundation.

Often I question myself if I was not too ambitious. All of my classmates choice an assignment of the university and could start right away while I was struggling to get approval of the Liliane Foundation. Especially the moments when I got stuck I think about how nice it would be if the assignment was clear. Now I am realising that going where nobody goes and leave a trail is far more adventures and defiant. I have dealt with different 'problems' and have the feeling I become wiser every day.

It took a while before the Liliane Foundation accepted me as an intern. Every week I ringed them and I was really afraid that they were irritated by my calls. Later I heard that they found me very proactive and that this is the way you get your things done within de organisation. After a few months I got approval and I was so happy!

I got tears of joy because this was the organisation

I dream of and now I am doing my project over there. The strange thing I noticed was that as soon as I got approval a day later I thought that is was nothing that special. Until the moment that some close friends said to me that is was special I did not realise it. I am always very hard to myself and I noticed that most of the time I do not fully enjoy my achievements. As soon as I reached that point, I have another target. Again, a never ending game.

### Leadership

I realised that creating from the future helps you when you have a setback. Because there is this strong urge to do what you want you cannot fail. This realisation was new to me. The last half year I have learned that if I really want something, I can make it happen! It is a powerful, strong feeling that is not driven by stop rules but by a believe, a sort of faith. It was so strong that it feels weird not to listen to it. I am trying not be stressed anymore but because I got very enthusiastic about my project I start to care about the end result. Trying not to care is not natural but the quote below helps me. No one has an idea how the future will look like so stressing about such a situation makes no sense.

*"Learn from the past, life in the present, believe in the future"*

This new way perspective has giving me more appreciation for live. Now I am proud that I am doing where I dreamed of. When I was a little girl I knew that someday I wanted to do something for the most vulnerable children in the world. This feeling was long time suppressed by the fact that I thought that my dream was not good enough. My dream did not result in earning a lot of money and will not

give you a fancy car. But now I am actually doing what I like, I feel almost stupid that I doubted it. It was in my I don't know, that I don't know what I don't know. This project has given me confidences and faith in the future. By the end of the program I will have approval of my project and written five pages of literature.

The biggest lesson for me is that a lot of things are in my head and often not real. I have learned to let go of thing, just like Jim!

*“You must learn to let go. Release the stress. You were never in control anyway.” – Steve Maraboli*

This is hard because I like the idea of being in control, like I said I like my spreadsheet it brings peace to my mind but I am trying. In the beginning of my project, this was not the case. I had the feeling I was not in control. It was freaked me out. To get feeling back of where I thought I was in control used my success formulas like gearing up and work hard. Unfortunately it was not working and although I knew that this warming up period was part of the process I couldn't live with it.

I got stressed and I sensed the feeling of wanting to give up. I was at the point that I wanted to lay under a blanket in my bed all day. I did care, actually I think I care too much and I tried not to but I was not able to change my situation. My sticks were piling up. The feeling in my stomach got worse and I wanted to throw in the towel. My coach recognized it and she helped me through this face. She asked me question like: “Why do you have the feeling you should be productive for 8 hours?”, “What is going to happen if do not reach your goal?”, “Where do you think this comes from?”. At

first, I found it stupid that she even dare to ask these questions, why wouldn't I be disappointed if I did get to my target! I was pushing harder and harder which did not had the result I was aiming for. To be honest I think the more I pushed the harder I bounced back. There were moments that I wanted it so badly but I couldn't focus anymore, I was so stubborn to give up that I ended up being at a vicious circle. I, as a fish, did not see the colour of the water. The situation was effecting my mode, like having an extend version of my period, which's really I not beneficiary for anyone. Luckily, time has changed and now I realize: “Life isn't about waiting for the storm to pass, it's learning to dance in the rain” Aldo lying in my bed when it storms is really nice to do. The next time I have the feeling I am out of control, I will start dancing in the rain and realize that it is not so bad. You only get wet.

To be aware of my behaviour and to change it was difficult. Noticing patterned behaviour resulted in creating possibility to release unpleasant feelings and realize that every judgment is in my head and that is not necessary to feel this way. Realizing is one part, but letting go was another part. Often my pattern behaviour shows when there is a moment of comparison. For example when I get a grade or someone is performing better than me. As soon as this happens I go into my never ending game and start doubting myself and prepare myself for war. I shall fight back! Let everyone know I am still here and still going strong!!

My coach helped me during the session asking questions like: “Why do you think they are better?”, “Which judgment is standing in your way?” Again, I thought it was stupid to ask those questions, clearly

she did not understand. I need to show that I was as good as them and if I failed I should not let anyone know. I will not burst into tears, not even when my sticks are so piled up that it is only a matter of time before they experienced a free fall. No, I shall not cry! But my coach knew me better, and she was right all along. She confronted me with my behaviour and asked: “Why it is bad to show your emotion”, “Why are you afraid”, “Where does this comes from” and after a few sessions I saw it too, I saw the water I was swimming in.

## Conclusions

I value those realization moments as one of the most important learning points of this course and I think for me the active ingredients where the coaching session and the days we spent in the Logica and Drienerburgt. The willingness to learn was big and the atmosphere was open. Sometime it is difficult to point fingers to the moment that you realise all the concepts and making this report helped me a lot. Rereading the map is helpful and in the future I will do it more often. Aldo I am going to miss my coach, I hope it generates a little more peace in my mind. Every week I was busy with my learning point and because I have a one women's project it sometimes felt like therapy. Some concepts were difficult to practise within my project. I needed to ask unreasonable question toward myself, which felt weird to do. If there would be a possibility to do it all over again I would have choice a project wherein I have to deal with bossy men and impressive women. Those people always affect my way of being which has consequences on my behaviour, being a productive team and the end result.



*"Knowing yourself is the beginning of all wisdom." – Artistotle*

Sometime I have the feeling I just start to know and to understand myself. To summarize, it has been an incredible journey wherein I learned so much in so many different ways. It has resulted in a complete new way of seeing, feeling and hearing the world around me. The effect of this program will last for a very long time, if not for ever. My new perspective on life gives more joy and fulfillment than before. I started to be proud on how I am and where I stand for! And in the future I only want to do things that come from creating possibilities. I want to thank Nelleke and Amaranta of the chance that they have given me by enrolling me in this program and my classmates who were honest, open and confronting towards me. And I cannot put in words how happy I was with my coach Rita. It was always delighted to talk to her and I will definitely miss that! I have learned many lessons and as long as I created from the further, like Bob always says, everything's goanna be okey!!

Time will tell!



***P**My name is Pavel Cholakov and during the experiential part of the Honours Programme, I had the unique opportunity to immediately apply its core concepts in my start-up company EatWell Mobile Ltd. In the EatWell project I experienced how to hand pick and craft a winning team, keep myself and the group inspired and motivated and lead us towards a ResultPlus.*

## Short term Project & Results

The visible, measurable and tangible result on the 27th of June will be a programed and running prototype of EatWell App, a mobile application that my company is developing.

## Possibilities

The possibility of my project is making healthy eating easy, accessible and seamless, thus improving people's health and lifestyle. I believe healthy eat-

*"The best way to predict the future is to invent it."*

*- Alan Kay*

ing should be effortless. The EatWell idea derives from personal need. While trying to combine the demanding university and work schedule with the desire to eat healthy and correspondingly to my needs I realized that figuring out what to eat was as hard and time consuming as actually preparing it. To my surprise there were no working solutions for that problem, therefore I decided to create one.

## Measurable results & Setbacks

On the legal side the current measurable results of the project are a registered limited liability company (EatWell Mobile Ltd) and reserved copy rights on the name EatWell. There is a food database including meals, recipes, nutrition facts and images of the prepared meals. The database was provided by certified medical professionals. There is also a proprietary algorithm that was developed specifically for purpose of EatWell, which based on your biometric data and personal goals, suggests you the most appropriate meal. In order to package that and make it easy to use for everyone, there is a contract in place with a software devel-

opment company that will deliver two mobile applications, one for iOS and one for Android operating systems. Currently there is a marketing (whisper) site online (www.eatwellapp.com) as well as facebook, google plus and twitter page/profiles. Possibly the most valuable result that is achieved so far when it comes to marketing and legitimization of EatWell is the endorsement deal with an internationally acclaimed expert in nutrition, health and fitness, and celebrity image consultation.

It is customary that there are plenty of setbacks in the process of building a company from scratch. The biggest issues that I encountered in the project were time related, both from a personal perspective and development prospective. Since the beginning of my project I juggled between three main engagements; the project itself, my financial management master studies and the position of a president of the board of a student organization. Although that was a great learning experience, mostly in time management and juggling I would not recommend it or repeat it in future. To certain extent I feel that it impaired my performance in each of the roles.

Not long after beginning the initial programming of the application I faced a rather critical time related setback. Before we started programming we agreed on a time estimate proposed by the development company. On top of that estimate I added some buffer time in case we hit a bottleneck. However not long after the work started we began missing milestone after milestone due to slower than anticipated technological (coding) process. At one point it became clear that the development process would take almost twice as much as anticipated if this trend continued. This was particularly concern-

ing because the contract with the company that was in place stated that they get paid per day of work on the application. This all meant that we would have to pay double the initially estimated price and certainly be out of the budget of my project.

#### *How did you deal with them?*

With the first time issue I dealt by cutting my free time and allocating it between EatWell, the master and the student organization. As I was let to realize in the experiential part of our honours program this was not the smartest thing to do. As this kind of approach does not bread sustainable results, particularly due to higher risk of burnout. During the program I got familiar with the concept of freedom in discipline which infers that you can work without stress and constrains at something as long as you chose to do it. I applied it in regards to the preparation for one of my resent exams and the result was positive. The study period was enjoyable and productive since I managed to avoid engaging in a never ending game with myself. I would definitely strive to continue my progress in that direction.

In the context of the development setback I dealt with it by setting expectations and sharing (being possibility). At first I set expectations, by stating what has been going wrong and what was expected to change, which let to temporal improvement in the results. However the delays in the development preceded and I decided to act from possibility and share my current position as clearly as possible with was met with understanding the other side and renegotiation of the terms of the contract took place.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

In my first coaching session I was facing a pressing issue, I had exams and deadlines coming up and at the same time some urgent maters in my project. It was challenging situation because I had to make choices neither of which seemed sufficient. I shared this with my mentor and my coach, from whom I received two valuable advices. First one was make a choice. Not only decide, like 'ok I am going to do something about it', but make a definite choice, a statement 'I chose to do this' and accept it both on cognitive and emotional level. The other advice was that I share my concerns with the parties involved in the situation. I acted upon that advice by reaching out to my study adviser. I had a meeting with her on which I shared what I am involved in, what I believe in and what I aim for. To my surprise this was met with nothing but understanding. I expected to be judged as to why I would think that I can handle external project while also attending UT's master program, but quite on the contrary, we immediately focused on how to make a viable planning of the remaining workload. By sharing my situation openly I was no longer alone in it, I now had a valuable partner. The ResultPlus was almost immediate as I went through the deadlines with significantly less stress.

The coaching session that followed was with much less urgency in it. A trend that stayed for a number of meetings. This allowed me to elaborate on the

## Pavel Cholakov

concepts of having freedom in discipline. During that period I noticed that throughout every given day I have certain hours in which I am most productive at certain type of activity. For example in the morning I have energy for physical activity, the working day I spend in meetings and work on EatWell and in the early evening my knowledge retention ability is heightened so I study. Having such a breakdown of the day put some structure and reduced the stress of having to force myself to do tasks.

Recently I and my coach discovered a pattern in my behaviour. As soon as I feel like the situation is getting easy I take on additional tasks, which inevitably puts me in an 'immediate problem' solving mode rather than a sustainable long-term growth mind-set. An example that clearly illustrates that is something I did recently. As I was getting comfortable in the day to day activities I felt like I can take on additional work. So I accepted an offer to participate in a new venture that an acquaintance of mine was starting. That project along with my other engagements put me in a situation where I had more than I can chew on my plate and I had to make a tough choice again. This a tricky pattern that I will have to be aware of in the future, and try to work on avoiding it.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming?*

The turning point for me was when I realized when I play the never ending game. In the beginning of the course I did not fully comprehend the concept, but after a discussion with my mentor I was made

aware of the physical signs that could showcase that one is in a never-ending game, such as voice, posture and body language. Being able to detect it was the first step in figuring out how to avoid it. What struck me most is how often I and others around me play it. I consider sharing and being open to be a good way to avoid the trap of the never-ending game.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

I began the experiential part very open to coaching and eager to dig deep and examine myself. And that was apparent in the interaction with my coach, I was open and sharing. At a certain point however, I believe due to piling of work, I became more stressed, more distant and stopped accepting coaching. Of course at moment I was justifying my behaviour to myself and it was not before my coach spoke openly about it that I had the 'Ahaa' moment. The coach was there for me but she could not do anything unless I stepped out of 'being right' and shared what my situation was. After our open talk I yet again was aware of the benefits of accepting coaching. We all have our own reality in our heads but only by sharing we can make a reality check as to how accurate it is actually.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

The strongest pattern that I have observed so far is the one of taking on more projects that I can physi-

cally handle. This is caused by my success formula 'I must always work hard'. I pile up stick after stick until I reach the breaking point (total stand still). I am usually very persistent in that pattern and tend to persevere through a lot before letting go of the stick. This could be hugely destructive to my health and my relationships with others. I believe a way to avoid getting into that pattern is sharing and bouncing off ideas and situations with others. I also plan to use advisers in the process of deciding whether to take on a project. What I mean by that is informally talking to people in my network who have expertise and/or experience in the area of the proposed project or in general managerial setting. This would enable me to better assess the merits of the project and whether it is worthwhile to take it on at all. It would possibly allow me to make a more accurate time estimate, and from there take more informed decisions. This would be a good exercise in accepting coaching as well. On a personal note I find it helpful to prioritise and make more realistic planning on how much time I am able to productively spend on work during a given week. When I am clearly aware of what are my priorities, it is way easier to take decisions.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

*First*

My first situation where I felt I was being possibility was in conversation with my parents. The background of the story was that my parent were managing the production site of a clothing company that I have set up in 2011 and we were experiencing some problems with the quality of the produc-

tion. To be honest for a period of time I thought that they could have done a better job with the quality control on the site, which would have led to less mishaps reaching the end customer. This created tension in the relationship and bad feeling on both sides. At a certain moment it began to dawn on me that the problem might not be in their abilities, but in their desire to do the job. I decided to act from possibility and share my concerns while being open and ok with any reaction from their side, even if it meant closing down production. As we openly discussed the situation it became apparent that my parent were actually looking forward to retiring in recent future, so they enjoyed running the production site but only as a part time thing, not as a full time job. So I downsized the company and we decided to focus on working with our established clients and not on expanding the business. The valuable lesson in the story for me is that not always what I think others desire is what they actually want. And if I foster a safe and open environment I would not need to guess, they will tell me. It sounds very logical in hindsight, but it not always is when you are caught up in a situation.

### Second

Another situation in which I was a possibility was with the owner of the development company that we hired for EatWell. The background of the situation here is that we expanded our projected development time with almost twice as much as the planned one. Although very common in software projects (recent study shows that 70% of tech startups fail in the development phase) I felt there was something fishy. So I hired an independent software developer to evaluate the process so far and examine if there are any inconsistencies between

the tangible results and the time it took to achieve them. The results were quite disturbing, on average 40% of the time spent was redundant. Which meant that for some reason it was taking almost twice the time needed, time that we were charged for. My initial reaction was one of disappointment, but after I did a thorough examination of the facts I could not wrap my head around why would the owner of the company allow this to take place. The money was too obvious reason and he would not have gotten away with that anyways, because everything is documented and easy to track. In the following conversation with the owner I decided to act from possibility and try connect with him. I shared the facts around the overtime and also shared my standpoint and the financial situation of the project. I could not have been more surprised by his reaction. He was totally aware and felt ashamed of the situation. Apparently he assigned an employee for our project that had limited experience in the specific type of an application that we needed. So naturally it took him longer to produce results. I believe he would not have come forward with that if I had not been open with him in the first place. His proposition for a solution of the problem was that we agree on a set price for the total project based on the initial estimate. That way I would not extend my project budget and he will have his developer educated almost for free, win-win solution. So after agreeing on the details around that we signed the new contract.

### Third

Last but not least I have experienced the benefits of being possibility for myself. By allowing myself to act from the present and becoming aware of my senses I was able to reconnect with myself and

achieve freedom in discipline. This allowed me to be more effective in my day to day operations. I was able to think without the restriction of prior judgement which spurred creative solutions to user interaction issues in my project.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

The first situation in which I recognized pattern was when I recently agreed to participate in a new venture, even though I am quite occupied as it is. This is the pattern of taking on too much work that I have been in for a really long time. Earlier example was taking on masters, board position and founding a company simultaneously. Being in that pattern is causing physical problems, agitation and detachment from relationships.

Another pattern that I notice is in my relationship with developer. I have negative feeling towards him which forces me to engage in a never ending game every time we communicate. In those situations I tend to act arrogantly, which causes me to feel negatively about myself. I am actively trying to break away from this pattern by being more open and explicit about my thought on the topics, as well as showing genuine interest in his personality.

A pattern that is causing me a lot of fatigue is the need to do everything by myself. Even in a partnership I feel like I have to do the majority of the work, otherwise I feel unease. This pattern derives from my success rule 'I must always work hard' and the stop rule 'I always want to have everything under control'. I can break away from this pattern with



## Pavel Cholakov

outsourcing more of my duties.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

The most unexpected result from a change in my way of being and my behavior was the improvement of the relationship between me and the owner of the development company. My initial judgement of him was very harsh, I simply did not trust him. And my way of being in our conversations was not at all positive, which showed in my behaviour as well. This naturally triggered never-ending game responses and caused the project productivity to go down. This was the status quo for some time before in one of the modules from the experiential part, I did a roleplay exercise in which we re-enacted a conversation between me and the guy. There I clearly noticed the problem in my behaviour and the need for urgent change. What I did in our following conversations was first focus on his positive and invaluable contribution to our team and then reached out to get to know his personality better. This was accepted well from him, and even though there is still a lot to be done to really trust each other, we are moving forward.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

What really struck me from the experience of being part of a group is that I do not always have to rush into trying to contribute right away in a group. Actually by taking my time to really understand the problem I managed to bring value to the group.

This also brought credibility to my abilities. In addition I realized that I am more comfortable in the informal leader's position rather than the one of the appointed. I assume that it is because there is less accountability. In the informal position I also manage to focus better. However my goal is to become more comfortable in the formal leader's shoes. I expect to do that, when in group, by openly discussing the leadership and its role. Another area that I am working on is paying attention to the individual needs of the team members, rather than focusing solely on the shared goal.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

I have learned that trust and openness is crucial when you are leading from a distance and delegating, and those attributes are sustainably build only on sharing. What is more is that it is the leader's responsibility to initiate and create sharing opportunities and environment. I try to initiate group sharing by opening up first, which usually helps the others feel more comfortable sharing with me as well. I tend to come off as disrespectful at times, so currently I am trying to focus on giving people space and the opportunity to speak up and share. This I attempt to achieve by leaving time in meeting for small talk, not a set period or structure, just letting the conversation develop organically. I also try to focus on listening closely (giving space) and not rushing into talking only about what I want and what I believe (taking space). It keeps surprising me how much I can learn by simply listening. It allows me to avoid misunderstandings and mishaps. As the late Steven Covey said, 'seek first to understand then to be understood'.

*Please describe what have you experienced and learned in the area of commitment?*

My experience is that without commitment my productivity decreases drastically. I have learned that once I chose to take on a project you should commit yourself to it wholeheartedly. Only that way I am equipped to deal with setbacks and figure out creating solutions to problems.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

The moment that struck me the most was how when I opened up and shared with other people, we connected and they felt free to open up as well. Valuable insight upon which I keep building.

*Please describe what have you experienced and learned in the area of integrity?*

Integrity to me is probably the single most important area for me. The easiest way for somebody to press my 'red button' is to question my integrity. Integrity is also something I choose people to work with. As Warren Buffett once said "In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don't have the first, the other two will kill you. You think about it; it's true. If you hire somebody without [integrity], you really want them to be dumb and lazy."

*Please describe what have you experienced and learned in the area of dealing with authority?*

I experienced quite some problem with dealing with authority. It was maybe the most challenging area. I have history of questioning authority dating back to my childhood. One of the driving reasons for my

desire to take on entrepreneurship, was exactly the desire to avoid authority. If I am my own boss I would not have to deal with authority, I thought. I could not have been more wrong, in life there is always somebody that has authority over you. Whether it is a manager in a corporation or an investor or debt issuer of your company you still have to deal with authority. And if you cannot fight it you have to embrace it.

A recent example was my inability to expect the teaching style of one of my lectures. I was genuinely questioning his authority, and from there undermining his abilities. This led to a never-ending game in our interaction. At one point I was reluctant to go to his (obligatory) lectures because I could not stand even listening to him. I decided to tackle that problem by embracing his authority and reaching out to him. When he sensed my respect to his authority he softened up a bit, and we were able to understand each other's view points on a different level.

*What means 'creating possibility' for you?*

To act from the present without preconceived judgements or going into a situation expecting to manipulate a certain outcome. Just be there for the other, try to relate, to connect, to help.

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

Without a doubt it has been a tremendous experience. I feel I was very fortunate to have the duration of the honours program in such a vital period of my company's lifecycle. The ability to apply the concepts immediately in my project was of tremendous advantage to me. The best way to retain new knowledge is if you put it into practice right away. I have gained insights about my leadership style and shortlisted areas of improvement such as sharing, dealing with authority and choosing.

*Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible?*

The interaction with my fellow Change Leaders and the ability to have modules and personal coaching spread through a long period of time so we can acutely experience and track down the core problems and initiate a change.

Finally, I would like to extend my gratitude to all people involved in this program. It has been a truly enriching experience for me. I am honoured to know each and every one of you!



*"It's okay, and it's also okay"*

*- Elisabeth Aveskamp*

*I am Remco Balk and I am currently in my final year of the Master Industrial Design Engineering. I combined the experimental part of the Honours Program with my graduation project at DOVIDEQ medical.*

At DOVIDEQ medical, my research comprises an approach to define the value and influence of test devices on equipment that is used within Minimal Invasive Surgery, and with that, improving the quality of Minimal Invasive Surgery. In this project, I use the knowledge that I gained about leadership and the possibilities that are created by being free from my stop rules, to reveal the needs and requirements of the many stakeholders that are present within the field of Minimal Invasive Surgery.

## Short term Project & Results

*What is the desired result, visible and measurable, of your project/action plan by the end of 2014?*

A working prototype of the SOFCaT, or Surgical Optical Fibre Cable Tester, that complies with all regulations within minimal invasive surgery and the requirements of its stakeholders, that is based on a theoretical value model. The SOFCaT will be the end result of the case study that complements the theoretical research on obtaining a value model with all the relevant and most valuable factors from its belonging stakeholders. The overall design approach can then be generalised to a methodology, to be able to score all test devices for testing equipment within minimal invasive surgery.

This will also result in business opportunities for DOVIDEQ medical, as the research will indicate where the needs of the market are. On the other side, DOVIDEQ medical is able to show their stakeholder the added value of their devices, as the benefits of the devices are based on scientific research. All in all, due to incorporation of all current regulations and guidelines, the SOFCaT and the methodology of including a value model to score the test devices for equipment within minimal invasive surgery, it will set a baseline of the current quality of minimal invasive surgery and with this, indicating standards to actually improve the quality

of minimal invasive surgery.

## Possibilities

The project and its value model will provide information on the contribution and influence of test devices on the quality of (the equipment that is used within) minimal invasive surgery. Also, there will be a possibility in setting a baseline in current quality in the form of new standards and protocols in minimal invasive surgery.

During the case study, there is also the possibility to contribute to the current knowledge on the influence of test devices within minimal invasive surgery, as well as potential patents on the actual device(s).

## Measurable results & Setbacks

Currently, I have completed the approach on how to set up a specific value model that is suitable for minimal invasive surgery and how to extract the information needed to complete this specific value

model. Only after the case study has been completed, this approach can be transformed into a methodology to be used within minimal invasive surgery.

Already in the first two months period that I am working on my project, there were several setbacks to the project. Although these setbacks are still of value in the future, it slowed down the first part of the project. These setbacks were both private and professional. It varies from moving to a new home, as well as the participation in lectures obligatory for my study tour and the Honours Program, both costing me time that I could not spend on the project. Additionally I joined two full-day fairs and meetings with the Dutch association for surgeons to get acquainted with minimal invasive surgery and creating a possible network to collect the needed information in the second phase of my project. Next to these occurrences, I participate in another project at the company on a datamatrix scanner, which sometimes cost me time that was originally allocated to the SOFCaT project.

#### *How did you deal with them?*

For every 'setback' I encountered, I made a decision whether it contributed to the overall picture or not and made a choice accordingly. These choices are prioritised, based on the urgency and importance of each occurrence.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce*

#### *results?*

In one sentence; the last 5 months were liberating! I was not aware of my own success formulas and stop rules, and I was often in situations where I had to keep proving myself, especially to myself. I am now much more free, in the fact that it is okay what everybody thinks. This gives me freedom to act and express myself like I really want, without the assumptions I had towards others that were holding me back. If there are any uncertainties or assumptions, I now ask for clarification and make them explicit, instead of listing to my own assumptions.

This also goes for acting within the company. If there is any uncertainty about the way to react, or in a specific case, an inquiring talk with a CEO of a company we potentially can work with, I clearly explain my intentions and ask about how he feels towards the subject, instead of assuming what he thinks and whether he will be able to provide the required services. This creates understanding on both sides and a mutual trust and commitment to the project.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming.*

I think it was the second or maybe the third time that I was explaining to my coach that everything would be calmer and less stressed after an upcoming deadline. Unfortunately, after the specific deadline, new things would always pop up, and I wanted to do them all. This again, meant that I would be working 24/7 the upfollowing weeks.

Now, I see that it is not true and not possible to say that it will be less stressing after a few weeks. New things will stack up again and I have to make choices, in favour to myself and to my friends and family, and prioritize by making a difference between urgency and importance.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

When somebody criticises me, or give me any advice on doing things differently, I would often, like most people I know, start with a defensive initial reaction. I might still do this once a while, or when some resistance is necessary for the matter, but I feel very comfortable in seeing that the criticism or advice is an opinion of someone. This is the truth for him or her at that specific moment and for his or her personal reasons. So it is alright if somebody has a different opinion than my own opinion. Instead of a defensive reaction, I now often would ask 'why' somebody thinks that way and what his or her motivation is, and then either accept or decline his or her opinion.

How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.

I think it happened before, as with question 13, but again quite recently, although in another occurrence. The first week of my study tour in South Africa, I went out every night and I was working very hard to be in the spotlight all the time. At least, this is how I look back to it now. It was an often a be-



ginning group of which I only knew a few people, and this group would change every night depending who would join. All in all, it took me quite a lot of effort and, although I did not have too many hours of sleep, I felt very very exhausted the next week. Then it struck me, that I had been forcing myself to be noticed, playing my success rules by wanting to be liked and not wanting to miss out on any fun. Only the week after, I would see that it was still fun, but they would also have fun without me. There was no forcing anymore to join the group that would go out, but it was a choice I made in regards to myself and how I felt that evening. Only then I felt much more free again and still had 3 great weeks!

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you were successful and experienced the feeling of 'being possibility'?*

In general, the different situations all come from seeing opportunities and being optimistic on possibilities that arise. For example, in one of the projects at work, on the new datamatrix scanner, it was the optimistic idea that I could find something cheaper and more easy to cope with than the current solution. From there, it was about mostly about the conformation that things work the way you expect, that gives you confidence in your behaviour and allow the idea that your input is valuable for the project.

Something similar happened for the arrangement of the space and location for the 27th of June. The way the budget was initially set up did not leave much space for any other activities, due to the high costs for the location and coffee and tea. I was

convinced that there was a more efficient way and we could arrange certain things with the university. We tried to arrange something with a study association, but that took too much time. The positive thoughts and conviction that there had to be other ways to achieve the goal, was the reason to contact Lisenka van het Reve. After just one call and the according explanation how and why we needed the space, everything had been taken care off. That empowered the feeling that everything is possible if you really want it.

Another example that is less of importance, but does give a good picture of being possibility, is something that happened only recently. In the Marine World in Cape Town I was looking to get a cup of coffee. There was coffee, but I did not have any change on me. I used my success formula like "I want to be liked" and asked really nicely if it was possible to use my card to pay for the coffee. We had a little chat and I ended while laughing the sentence like, "so, one coffee please, but you have to walk with me to the paystation". On return I got the answer "oh, don't worry, just take the coffee" and I got a nice smile and the coffee for free. This gave the feeling of understanding and coherence with the coffee for free as a sign of success.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

### Home

They are at home, at work and on the board of the home owner association. At home, during discussions, I used to think that I was always open to the opinion of others. Only recently, I found out that I

am actually trying really hard to convince others that my opinion is the way to go. These negotiation techniques might come in hand during business conversations, but they are not always nice to have in friendly conversations. Being aware of the fact that I am actually trying to convince people of me being right all the time, gave me the freedom to actually be open to real conversations where other people can also have influence on the end product.

### Work

At work, I am open about how I feel about things and will actually stand my opinion on almost everything. Sometimes, I feel that I might be a little too direct, and I now actually feel when not to say certain things, as they do not contribute to the overall picture.

### Board

At the board of the home owner association, I was the chairman of the annual general meeting. Last year I did not feel comfortable by leading the meeting, due to the ongoing hostility of the group of people, but this year it felt like it was time. I already took part to several meetings, and there was a lot of interference each time, due to certain people always talking about the problems they were facing, instead of actually addressing the agenda. This time I felt that I could lead the meeting with about 40 people, and would still be able to discuss all points on the agenda and come to the right decisions. The previous meetings gave me a good indication on who to stop and when to stop certain people. Recognising these patterns actually helped me in stopping people during certain discussions in order to stay on track, but still let people tell what was on their minds. All in all, I felt that I was taking

seriously and felt the group became more coherent than ever before. This was also expressed by a few individuals after the meeting. We discussed all topics and made the according decisions, and all under three hours, which is also a record on its own.

*Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being?*

In this specific situation, it was difficult for me to be actually free of assumptions and judgement, due to a name tag I was wearing. During a full day fair of the NVEC (Dutch association of surgeons), I was invited to join in name of DOVIDEQ medical. On the fair, everybody had to wear nametags, which would indicate whether you are a surgeon, assistant, gynealoog, company or visitor. The first thing that people tend to do on this fair, was to look to your nametag first, before engaging in a conversation with you. As I was representing a company, people would give me short answers or would even look away. This was something that made me feel very uncomfortable and not recognised for what I was actually trying to achieve there. This made me remove my nametag during the day, which allowed me to act much more free and address people the way I do behave comfortable. It was such a relief not to be judged on a piece of paper, but instead on the way you approach people, which is something that actually suits my success rules and has a positive influence on my way of being.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

In a group there should be coherence. A group should be able to rely on one another and has to have the same mindset. Only then, with everybody having the same level of commitment to the group, good things will happen.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

With delegating, it sometimes is still difficult for me to trust someone with a certain task. Often that would relate to my own success rules, like wanting to be the best and doing everything right the first time. This makes it hard for me to see and feel that someone did not do certain things the way that I would have done it, resulting in some kind of disappointment. This is, unfortunately, also related with not being attached to the result. I sometimes still catch myself being related to the result. This is something I am still working on, and actually try to practice where I can. Just before I left for my study tour to South Africa, there was an opportunity to practice with my group, who is responsible for the formal part of the 27th of June. Here I actually delegated the things that still had to be done while I would be away, and try to link these tasks to the persons. So far this turned out to be working just fine, without costing me too much time of my study tour.

*Please describe what have you experienced and learned in the area of commitment?*

Commitment is something strange. Commitment can make a project a success or a complete failure. This is not only measured by the actual result of the project, but relates more to the process.

*Please describe what have you experienced and learned in the area of responsibility?*

The fact that I have to make decisions, also implies to take responsibility. If I want certain things to happen, whether it is in a group of people or just for myself, I have to deal with the belonging baggage they come with. I have to take responsibility for my actions and deal with consequences of the choices I make. These can either be good or bad decisions and/ or consequences.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

Often people would have a more indepth conversation with me or tell me their problems due to the fact that I could listen quite well. Over the last couple of months, I actually became to realise that I was very often interrupting someone as I would think to know the sentence would end. This is not actually giving space, but more of taking space. I would let somebody talk and then jump in as I pleased. With the concept of taking, giving and sharing space becoming very clear to me over the last few months, I now know how to actually listen to somebody and to let them tell a certain story without interrupting that person, and still being able to show interest in that person by asking questions and summarizing during the conversation.

*Please describe what have you experienced and learned in the area of integrity?*

Although I always felt that I am an integer person, I do like to gossip once a while. The main point of focus for me was a simple phrase; Talk to someone, instead of about someone". This was actually

a heads up, making me more aware of the fact that gossiping is something that might create a coherence within a group once or twice, but also can do a lot of damage to one or another.

*Please describe what have you experienced and learned in the area of dealing with authority?*

Authority has always been something hard for me to deal with in the past and the future. I think of rules as more of guidelines, needed to be able to organise certain things. Often, I think that if you really want something, you should think for yourself and how you affects others in the process, and then decide what is best. If you do not agree with something, you have to be able to make that clear one way or another.

This can either be in taking space and setting expectations, or either in a more subtle way, where one can make a proposition with one or two arguments to underpin the proposition and go from there. The latter one is something that has my preference, as I belief input from different points of view will eventually result in the best and efficient solution, with opportunities that only a single person might have never thought off.

*What means 'creating possibility' for you?*

For me, this means that I would do things any 'regular' person would not do and just go that one step further. This could be just in a conversation asking for something that seems to be an unreasonable request, or moving the border of my own comfort zone.

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

The theory behind my approach on certain things and why I would react the way I do. This is the most valuable insight in myself, as I am much more aware of the thing I do, but also the things I actually can. A big part of this I owe to Amaranta, but definitely not less important, to my coach, Elisabeth.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

This would definitely be the relationship with my girlfriend, as she was, and still is, the first one that has to listen to all the new theories and how to apply it to our relationship. This was not always easy, as she often felt like I would know it all and everything now had to go my way. Also with friends and family, I talked a lot about this program, where one is more open to the theory than others. Sometimes, as with my girlfriend and some of my friends, it was very positive in the way we react to each other and explicitly ask and tell each other to elaborate on things to avoid assumptions. On the other hand, my parents and some of my friends feel that I might have gained too much of a self confidence, where I now am able to say and do things that they did not seem to expect from me somehow. This is still something I need to find a balance in, because I do feel much more free in my daily life, but I still care about the opinion of my close relatives and friends and not want to be referred to as an arrogant individual.

*Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible?*

The way I reason about why and how I think, and also why and how others around me think about the things they think. I often feel that I now not only understand myself a lot better, but also why other people around me act the way they do, based on fears, stop rules and their success formulas.

There is not much that will hold me back in reaching something that I want, and being able to do it without costing too much energy as before the never ending game and stop rules would.

Life now seems to be smiling towards me, with this programme showing some of life's secrets, and lots of beautiful things to come in the future!

You may of course put anything you wish into your Learning Journal! Enjoy writing it – these are the fruits of five months participating in an intensive leadership programme and leading a project. Even writing it can create a learning process for you.



*“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us.”*

*- Marianne Williamson*

*My name is Viola Neumann. Currently, I am doing the Master Applied Physics at the University of Twente. I have been given the extraordinary opportunity to be coached by Rita Bever for half a year. My head coach has been Matthias Grosskopf. The name of my project is “Experiencing New Worlds”.*

## Experiencing New Worlds

During the last year, I have founded IAESTE Twente in cooperation with four other board members. My role was to be the first president of IAESTE Twente. IAESTE is an international organisation which organises technical internship abroad for students. IAESTE Netherlands is completely student-run and has only existed for three years now. Setting up IAESTE Twente has been a huge adventure for me. In combination with the Change Leaders program, I have learned incredibly much during the last half a year. Although the learning

path was not at all what I expected; it was nothing like driving a car on a steady road. My learning experience can better be compared to a wild rollercoaster, which sometimes drives very slowly but then all of a sudden incredibly fast, which is completely unpredictable and very scary every now and then. But most of all; which is very rewarding at the end.

My desired result at the end of June is that IAESTE Twente is properly set up. I want to have registered IAESTE Twente as an official association. I want to make sure that IAESTE Twente has enough active members to continue the work after I leave. I want IAESTE Twente to have a proper internal structure and I want to ensure that the members enjoy their work for IAESTE. Next to that, the office for coming year should be arranged, and IAESTE Twente should be ready to organize a big activity for students coming year. I want to have sent the first students on their international internship and be in contact with technical companies from Twente to set up cooperations. Also, IAESTE Twente should be known among the students in Twente. We should have a substantial amount of students from Twente on our mailing list and likes on Facebook.

My project has numerous possibilities for different groups of people. For the organisation IAESTE, having a committee in an extra city means that the organisation can reach more students, universities and companies. Hence, the organisation can realize its objectives, to enable students to gain professional and international experience and for companies to have access to talented technical interns, better. The project members can gain professional experience in an international environment by setting up a new organisation. Next to that, they will be able to expand their own personal network with many new international contacts. Students from the University of Twente get the possibility to do a paid internship abroad, which content wise fits their studies. Also, visa, housing and cultural and social program will be arranged for them. This gives them the opportunity to develop themselves further. The University of Twente gets the opportunity to stimulate internationalization even further and receive more international students. Companies in the region of Twente will get access to talented, international and technical interns. For me as a project leader, this project gives me the possibility to gain experience in leading a team and setting up a new organisation. This can give me insights in tackling



## Viola Neumann

the concerns of a beginning group, in how to lead while steering on the four attitudinal aspects of leadership and in how to apply effective behaviour.

The current visible result is very promising. Currently, we have a board of five members and a clear internal structure. Everyone enjoys working for the project and is proud of the results we have accomplished so far. We are in the process of officially setting up an association, which should be finished soon. We are recognised by the Student Union and the University of Twente and known by a lot of student boards.

Also, more and more other students get to know us, as you can see on our mailing list and Facebook. We are currently promoting for new board members for coming year, and we already found some interested candidates. We are talking to the Student Union to arrange an office. Our first students will be leaving on their internships soon and we are in contact with a lot of companies from Twente. We are currently planning a big event for student in cooperation with other international associations which will take place coming year. We also made huge progress in the national organisation of IAESTE Netherlands. We developed a national structure and board and will soon have our second national assembly. We have accomplished a lot during the last year and are planning to grow even more coming year.

I also experienced some setbacks during my project. At the time, those setbacks were very hard, but now I realize that those setbacks also helped me a great deal in understanding and practicing the concepts. These setbacks helped me to experience

the total stagnation which I needed in order to achieve a new way of being with much more freedom, power and energy. One of the setbacks which has been very important for this process is that at a certain point I had difficulties in cooperating with another member of my organisation. I did not like his way of working, but I did not know how to deal with this. After a coaching session, I realized that I should talk to the person and be open about my feelings in order to be an opportunity. I tried this, but I was not effective. This made me very frustrated. Luckily, during one of the modules we had the opportunity to practice difficult situations with our peers. I practiced the situation in which I would tell the guy about what I do not like about his behaviour and why that makes it hard for me to cooperate with him. This exercise was very useful for me. The feedback of my peers gave me a lot of insides about my behaviour and why I my first attend was not effective at all. It also allowed me to practice other, more effective behaviour. I talked again with the guy with my new skills, and this time we had a very fruitful situation. My relation between the guy and me became much better after this conversation.

At a later stage in my project, I experienced some setbacks as well. One of those setbacks was that we had huge trouble finding new board members for coming year to continue our work. We had already put a lot of effort in finding new members by spreading flyers and posters, doing marketing on Facebook, talking to a lot of people and organising an information event. Luckily, I realized that “doing more of the same” would not solve our problem; instead we had to do something else. We came up with a new structure for IAESTE Twente; in this

new structure students did not directly have to become a board member for a whole year, but could contribute to separate projects depending on their time and interest. We found that this approach fits the time planning and commitment of students much better. This solution tackled our problem in a very innovative way; we managed to act from opportunity and in that way created a ResultPlus. The new structure we created is very promising and might be used in other cities as well in the future.

The last few months have given me useful new insights. Before this program, my decisions and life were mainly governed by success formulas and stop rules, without me noticing it. During the program, I have learned to identify my own success formulas and stop rules and let them go. This has given me freedom, strength and power. This has helped me to achieve more and enjoy my work more. One of the activities during which I could use my newly obtained freedom and influence very well, was during the organisation of a National Meeting for all members and interns of IAESTE Netherlands. At first, others thought it was not a good idea to organise this meeting.

Although I believed in the idea, I let it go because I was convinced that the others probably know best. However, after I realized that this is one of my stop rules, I changed my behaviour and started convincing others that it would be a great idea. In the end they were convinced and I started organising the meeting together with some other members. During the organisation, we had some communicational issues and I was tempted to use my success formulas again. However, I managed to solve the issues by acting differently and addressing the prob-

lems. This improved the situation and turned the day into a success.

At a certain point I was so energized and free that I started to see ResultPlus opportunities everywhere. That is a great feeling! Another example is that at a certain point I had the opportunity to fulfil an international position within IAESTE. Instead of waiting and seeing what other people did, I just went for it. I took the position, which has already given me a lot of valuable opportunities and experiences. Other examples are that I got invited to the national conference in Austria to give a workshop and that I had very fruitful feedback meetings with the other board members. All these opportunities (and much more) are results of my new way of being and acting.

I experienced a turning point during the last module. During this module I started to recognize the concepts in my own life and to realize how I limit my own freedom all the time. This enabled me to change my way of being and behaviour and to obtain great results. I am proud of the results I accomplished with my project over the last months.

At the beginning, I had much trouble with leading from a distance and delegating. I tend to be very involved with everything, but this gives too little freedom to others in my team and costs me too much energy. During the program, I learned to take a bit more distance and give the others more trust. Instead of being involved with every detail, I evaluated how the other board members were doing and whether they needed help of any kind. I had feedback meetings with them, to discuss the general progress, what their motivation is and what they

would like to learn. This helped me to focus on delegating and taking some distance instead of on content. I have experienced that commitment is only possible if you really choose for something. Only then you will stay committed no matter how bad it gets. I did not only notice this for myself, but I also saw it in others. Being very aware of my choices increased my commitment. I think that committing oneself to a future result without attaching oneself to it is quite hard sometimes, but very valuable. I learned to see my own responsibility; this also helped me to separate it from the responsibility of others. I tend to take over responsibilities of others if they fail to meet their responsibilities, also if I cannot handle it at that moment. I learned that it is my responsibility in such a situation to show others their responsibility instead of taking over. Being more aware of myself, my own behaviour and the results of this helped me to increase my integrity. My communication has greatly improved. I am much more open now, which enables much better relationships.

The most valuable results of the last half a year are all the insights I have obtained. I started to understand my own success formulas and stop rules. Also, I started to realize in what behaviour this results and what effect this has on other people. I saw that this is often not the effect that I had anticipated. Also the realization that ideas I have in my head are often not real, but only exist in my head, is very powerful. I have not only seen what restricts me, I have also tasted the freedom, power and strength I can gain when I let these restrictions go. This has already given me a lot of new opportunities, but also the motivation to keep working on myself.

I have also noticed many changes outside my project. I dared to do quite a lot of unreasonable requests, which has given me a lot of freedom. I also notice that I dare to stand for myself more and to show more of myself, show my vulnerable side. This made the relations with the people around me much more intimate and stronger. I feel more confident with the people around me. I enjoy being around other people much more, probably because I see a lot of opportunities now.

The developments I have experienced during the Change Leaders program have been a result of a combination of all the different aspects of the program. For me, mainly the group discussions and the coaching sessions were very useful. In conclusion, the last half a year has been a very interesting rollercoaster for me. I am very thankful for all the insides I gained during the Modules with Amara and the other Change Leaders. The atmosphere all of us created during those sessions enabled me to open up and see completely new sides of myself. I am especially thankful for all trust, insides, motivation and patience of my coach Rita. Without her I would have never come this far. I realized that my rollercoaster ride just started and that this was just the start of a lifelong learning journey. I am very curious about what else there is to discover and I am looking forward to all the new places where the rollercoaster will take me in the future.



*“Do something different  
Instead of more of the same”*

*My name is Aniek ter Mors. During the experiential part of the Master Honours program I worked in the project group “Raamwerk Medisch Leiderschap”. In this project, my committee of C.T.S.G. Alembic and my private live I have experienced the various aspects of leading. The Master Honours programm gave me the tools to lead everything to a good result without too much stress.*

## Short term Project & Results Measurable results & Setbacks

My measurable result is finishing the first stage of the project “medisch leiderschap”. There are three stages. The first stage is a literature review and 30 interviews to study Medical leadership in the Netherlands. I worked on the interview part. Hopefully, the outcome is hopefully the beginning of the definition. To get this outcome interviews were typed, encoded and analysed. Last Thursday we had a meeting and a part of the deliverable cannot be realized because there were some problems with

the literature. These problems caused some delay. My personal goal and result was learning new skills and getting more insight in non-technical studies.

### Possibilities

The major possibility is creating the definition for medical leadership. Other possibilities are giving technical support (knowledge about encoding interviews), and reducing the workload for the group. My personal possibilities are gaining knowledge, developing new skills, and meeting new people.

cost less time and would be easier, but that's not true.

*How did you deal with them?*

I dealt with them just by accepting and making a new schedule. Changing the schedule happened several times. The planning was to start analysing the interviews in June and finishing the first part of the report. This plan changed because of the wrong time management. More experience with typing out interviews will enable me to give better estimates on how much time they will take. I could have asked other for their experience. This misestimating is part of learning new skills and getting insight in non-technical studies. I am not used to subject.

### ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

After 5 months I am much more aware of my be-

haviour and patterns, but I am still in the beginning of my learning journey. The behaviour which I show the most is comparing myself to others and being competitive. I always want to be the best. The combination of comparing myself to others and being competitive makes me do the impossible and creates a very exhaustive never-ending game. In the beginning I was always busy with the never-ending game. I didn't even know that I was playing it. In a certain way I guess I liked playing such a never-ending game, as it is a power game, and power gives me a strong feeling.

Now I know better why I played the never-ending game and I can see when I am playing the never-ending game. How do I know the difference. The first session I wrote down that I play never-ending games because of an act of fear. I acted in certain stop rules. One of the stop rules is I need to be present and have to give input otherwise people would not notice me and they would not respect me. This is of course not true. I also used a lot of yes, but. This is also a part of the never ending game. To overcome this never-ending game I have to behave different instead of more of the same. This different behaviour is being more patient, being calm (low in energy) and not acting to get the attention and the most important part I judge less about myself and others.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the colour water in which he is swimming.*

The first time I realized and really felt what my stop rule was, was in the learning group. You don't see your own behaviour until someone tells you how

you behave. This happened in the learning group in module II. You really need to experience the confrontation. After the session I started to behave different and it gave me more freedom and more energy. I started to see when to contribute to the group. I started to listen more and to observe each conversation. This helps me to understand the conversation better and to see how to contribute to conversation. Now I try more of that behaviour, letting go of the fear of not contributing and not being accepted. This new behaviour costs me less energy and I get the same or even more attention and appreciation for back, so this new behaviour gives me energy.

*What can you say about the process of accepting coaching and stepping away from 'being right'?*

When you accept coaching, you accept comments, thoughts from others and criticism. Especially this last point makes accepting coaching difficult. I really like it to be coached, because the coach really helps me to see things differently. This reminds me of that most of the stress I feel is caused by misunderstandings and my own imagination. For example, I cannot expect from people that they can see and know how I feel and that they should act in a certain way. Or because I compare myself to others I expect the same results from me. This is unrealistic because I am a different person with different thoughts, skills and behaviour. These thoughts make me feel really stressed and disappointed in myself. But what I want to say is that you make up a lot of things in your mind which are not existing. The first start is to accept this imagination. The second step expressing yourself, so speak out how you feel and think about the behaviour of the other.

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behaviour and physical sensing. Before and after the letting go of the stick.*

Letting go of the stick is a big relief. I had several moments where I stagnated. It felt really stressful, like no control about my life. For example, studying for my last exam. I started panicking and made a lot of worst case scenarios instead of thinking of solutions and my goal. Those stressful moments appear because I want to show people how good I am, so I am for sure that I will be accepted and respected.

I still have those moments and hope it will be less in the future. I know now when I stagnate, I feel a lot of stress and I try harder to get my goal. This is the start of a burnout. The only thing you can do is act differently, letting go of the stick. For me letting go the stick means not giving 200% anymore. I can do my best, but not to impress people. I only have to do my best because I want it. Letting go of the stick also means for me thinking in possibilities, looking to the future and not thinking in problems and the past.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of 'being possibility'?*

For me, it was very difficult to switch to 'being possibility'. One situation which I've repeated several times is saying no to a task. This is really hard for me because saying yes to a task gives me the feel-



ing others will like and appreciate me. So saying no is a possibility for me to let go the stick and the fear.

Another situation was talking about women in technical jobs and studies. I really liked to give young girl goals and a different opinion about women and technology, and to show them how important technical jobs are. What I felt in that situation that I can really be myself and it doesn't matter what those young girls think of me or technical jobs. I liked it, it energised me.

A third situation was talking and arranging my master thesis assignment. In this situation there were different possibilities. One of them was making new contacts and creating new research opportunities for my research group. This made me proud of myself and gave the insight of my ability of connecting people.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which you recognize a pattern?*

One situation which appears often is I say "yes" to easily to tasks. This causes a big to do list which results in stress, because I don't have enough time. This can easily be changed by being more aware this behaviour, saying no and setting priorities.

A second situation is for example cooking in my house for my roommates. It sometimes happens that no one wants to cook or has no time to cook. In the end I really often say I will cook, but this means that I have to stop studying earlier and not finishing my tasks. This comes from the stop rule "I

always want to be helpful".

A third situation is not accepting criticism, not accepting no, also often judged as being stubborn. This often leads to small fights and discussions. This often results in long meeting without not achieving anyone's goal. Please describe concrete and specific unexpected results in your project due to change in your behaviour and way of being? In my project I had to take the lead and speak out more. This gave more freedom. It was a relief. An example was the situation where I had to focus more on my last exam. I spoke out my mind, by saying to the project group that I need to focus more on my last exam which would mean I had less time for the project. After that conversation I was less stressed and very confident about my exam, because I didn't have to worry about the project. Before I mentioned it to the group, I felt guilty and thought that they wouldn't accept my choice and would not respect me, but everything was in my mind and everyone appreciated that I was clear and honest.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

I started the Honours programme during my internship in New Zealand. I had to follow the lectures the first two months from a distance, so I didn't have the feeling of being a part of a group. This started during the experimental part. It was really intense and personal for me. It was really meaningful to see how others respond on certain subjects. I learned a lot from the problems other people faced.

I learned that we have very similar problems, that we expect a lot from ourselves and that I am not the only one who acts from stop rules and fears.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

One of my success formulas is always have to do my best and I need to do it on my own, so often I didn't dare to ask for help, because others are also very busy. For example, in my committee. It's also difficult to trust someone to produce the result you have in mind. So I don't ask because I think I can produce a better result. This is still a learning point for me, asking unreasonable requests and trust others more. This has to deal with being clear about you expectations, what you expect from the other.

*Please describe what have you experienced and learned in the area of commitment?*

I have seen the commitment area from a different side. I never thought to show commitment without being attached to the result. Not being attached to the result is really effective for me. It gives me less stress. Also the theory of making choices was really helpful for me, for example studying for my last exam. Not attached to the result helps me more to focus on the important part, learning and studying for the course. It helped me setting priorities and not being distracted.

*Please describe what have you experienced and learned in the area of responsibility?*

Taking responsibility was difficult. Sometimes I was too responsible. It helped me to change yes-but

conversations to activity. For example in my committee by giving the person the tools to take responsibility. I asked one of my committee members to arrange a location for a workshop. He answered that he couldn't do that because he didn't know how to do it. I told him to go to the board and that they would give him the information needed. Half an hour later he arranged a location. For me personal taking responsibility, is taking action.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

If I have to organize something or need to know something I arrange a meeting to talk about it. This is taking leadership, but I noticed that when I am low on energy I let myself be led by authority. I don't have the energy to come up with solutions and delegate tasks. I noticed to achieve a good result face to face conversations are the best. And it is helpful to prepare the conversation and to think about the desired outcomes, so you can lead the conversation and not get overruled.

*Please describe what have you experienced and learned in the area of integrity?*

Integrity gives me a lot of pressure, because what I say I do. Because of this I need to be more realistic in my time management, as I can't do everything/multiple things at the same time.

Please describe what have you experienced and learned in the area of dealing with authority?

Sometimes it is difficult to accept comments and criticism. It is hard to understand and see what the authorities say, but it is even more difficult to say that. In the end I achieved a lot of new insights and

better understandings. Especially my coach meetings gave me a clearer picture of situations and also let me see that problems can be possibilities, for example.

You get annoyed because for you it feels like the other takes a lot of time to respond. You can be angry about it, but in my case I wasn't clear enough about my expectations. My coach teaches me to see the situation/situations from a different perspective.

*What means 'creating possibility' for you?*

Creating possibilities is creating and using opportunities. It means do or learn something new. Do something different instead of more of the same. It is not looking in the past but looking in the future what that has to offer and can bring you. Try to get the best out of everything. Accept mistakes and setbacks and look how I can use them in the future as opportunities (possibilities).

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

There are a lot of valuable experiences and theories in this course. The most valuable one is the difference in behaviour: taking space, giving space and sharing space. Also using the right energy, low voice, slow speaking not aggressive talking is really useful to achieve what you want. What I also learned and value is how important communication is. You achieve the best result when you speak out what you expect from the other person and being open. And don't expect that everyone has the

same picture in the mind as you, the fish in the water. I also value the insight of the never-ending game. Seeing it and experiencing it was really helpful.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

Many people in my surrounding say that I am calmer than in the past. I got more mature. My coach said that I am more accessible for people. Through participation in this leadership programme, what have essentially been the active ingredients that made change in your way of being possible? The most important thing for me is not being so hard for myself. Set the right priorities and say no when a task doesn't fit in my schedule (priority list).



*My name is Giorgio Oliveri, I'm 25 and the Leadership development phase was carried out along with an elective Research project in my Master Degree. I was the research leader in a small group of two for the past 6 months. During the whole period I have been coached by Nelleke van Adrichem - Rotteveel, with whom I had the opportunity to discover myself much more having a fruitful and trustful experience. The results of the project will be used by my supervisor, Jurnan Schilder, as a possible starting point for his PhD research.*

## Short term Project & Results

*What is the desired result, visible and measurable, of your project/action plan by 27th of June?*

*“The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will.”*

*- Vince Lombardi*

The research project topic was in the field of wave and vibration propagation in truss structures. The dynamic behavior of such structures, if not too big, can be numerically obtained with large expenses in terms of time and computational power required.

In the case of full structures, the complete computation is so far impossible: it is necessary to find a shorter and faster way to get, approximately, the same results. The aim of the project is to set the base of a new analytical model such the case of small structure can be studied quickly. The result for the 27th of June area set of analytic parameter which match the Finite Element Method (FEM) calculations for some kind of joints. The possibility of my project is to really understand what doing research is. Study for a course, for example, is something which has a clear beginning and a clear end with clear answers. A research such I did, does have a beginning but not even my supervisor knew what the end could be. It like jumping in something in new where you do not know where it is going to end up. This was one of the stepback I encountered: it happened a couple of time I could not find the solution to some problems not going further for several day. At the beginning it was very frustrating

and get nervous was a matter of seconds, but lately I understood how problems occur and, expecting that everything will easy and fast is far away from being real, understanding my limits was also admitting to myself that going for a walk is more productive than being stubborn and greedy to fix everything instantly. Productivity it is not a matter of completing a task but just the ability to understand if you are in the right condition to do it at that moment. Knowing you own limits.

## ResultPlus

*How would you describe your Learning Journey of the last 5 Month? Describe a kind of starting point and describe where you stand now concerning the way you look at yourself and the way you produce results?*

If I had to describe it with one word, I would definitely say "long". The changes day by day were almost insignificant, but after six month I can really feel I learned a lot about myself. I realize how I am 95 % responsible of my stress situation: I am my result plus. Having some leisure time was something absolutely unacceptable even if when I

needed the most. Doing this led me to gain easily stress and being unproductive. Once I understood that, the hardest thing to do was to admit it to myself and to my colleague in the project. When I dared to do it I immediately released my stress, and the communication with her become direct, sincere: the following work hours were smooth and productive like never before.

*How would you describe a kind of turning point when you start to understand mentally the image of the fish swimming in his fishbowl and being ignorant of the color water in which he is swimming.*

It happened when I started to see me from the outside. During one of the workshop we had to receive feedback about the way we talked and the amount of pressure we put into the listener. All the feedback I got during that day, started to open my eyes on how my behavior is from outside. I finally understood my mother's words "you are so aggressive" even if my words were fine. After the fish start realizing about the presence of water, it is like a dawn.

*What can you say about the process of accepting coaching and stepping away from being right?*

The first coaching sessions were strange because, even if I had already known my coach, a full trustful relation was not definitely built. If you don't completely trust your coach the easiest thing you can do is saying "he/she doesn't understand me" which is the most basic process of kidding yourself! It took 3 or 4 week and then I started to really listen to my coach in a fruitful manner creating a really comfortable relation. After a while you start on your own to asking yourself the same question your coach would ask you if was next to you in the eve-

ryday life. "Being right" had always been something necessary to me, I am sure that also my field of study contributed to that; but at the end you really think: "what does it really matter?". The answer is clearly nothing! People argue, fight, get stressed and waste their time in a stupid game which is just harmful. I have to admit that I used to love this kind of argument because you have to use all your skills to win it being "right". Now instead I love to use the same skills to avoid joining the game, with myself and others. :)

*How would you describe the process of time in which you stick to your successful pattern stick 1, stick 2, stick 3 and suddenly total standstill, letting go the stick: situation, result and connected thoughts, feelings, behavior and physical sensing. Before and after the letting go of the stick.*

Being idle is something which makes me nervous, I feel not to be productive, so I always need to spend my time on something. Of course it usually happens to overestimate my time possibilities. The day before an important interview I had to finish some work and, on the other hand I had to review some theory notions for the interview. In the past, when stress situation occurred I had the ability to switch off my mind and work hard, forgetting all the troubles. That night, my success formula of being an hard worked started not to work, and I got more nervous.

The mess in my room started to be annoying to me, but I had to do some work, I couldn't choose to do such a non-productive task as cleaning the day before an interview. I was literally stucked in the middle of decision. After a while I decided that maybe that was the moment to start doing some-

thing new, something which apparently was not needed to me. I closed the books, I closed the laptop, and I started to clean and tidy up my room. Then I started to prepare a long and healthy dinner. I love to cook but I never have time to do so. That night I did a couple of thing which were "unacceptable" to me because I always put the things I have to do before myself. I started to take care of myself and I really felt brand new afterwards. The next day I stated the day as a new person, powerful and confident, and eventually, I got the internship I applied for.

*Please describe three different situations and connected results, behaviour, thoughts, feelings and physically sensing in which your where successful and experienced the feeling of being possibility?*

Being possibility is something hard to become, but once you start the outcome are usually that surprising that you really want it to happen more and more often. There are several happening I would like to report.

*First*

I have always been an hard worker, and it seemed to be that the only task that could be planned are work-related tasks. So I used not to give any priority to my leisure time respect to work. Actually when there was some work to do, I was not even planning any leisure activity. One day I had a study group with some colleagues and a BBQ for a friend's birthday. I wanted to go, but on the other hand I had to finalize some tasks. I was playing the never ending game with my self but then suddenly I weighted my priorities, I realize how important that BBQ was, and then I admitted to myself that I deserved it. I planned the work for the day since early



## Giorgio Oliveri

in the morning, we could work all together but I had clearly stated before I could work until a certain time because I had something else to do. Admit the importance of that activity to myself and to my colleagues was tough, but I felt free. When I said so I was not caring about what the other could think, that was something really important to me. Feeling free and not guilty at all, allowed me to work in a very efficient manner that morning and, I also realized how the others felt my "jump in to the unknown" excepting my openness and giving it back.

### Second

One of my stopping rule is "I know better" which often prevent myself to trust the others in the work environment. One of the hardest things to do is to delegate task. I've always had problem doing it (many past experiences proved that many people could not be trusted) that but recently I started to do it, at the beginning not because I really could see the importance of it, but just as a trial. Recently, I delegated a colleague to take care about some aspect of the research project, at the first sight I set too many constraints, to have the task done as if it was done by me, but after a while I chose to leave my usual patter and give her freedom to accomplish the task as she wished. The outcome was more than successful: the task gave nice result considering unexpected aspects I would not have considered and the teamwork was positively influenced. She felt trusted, I gave her the chance to be possibility, and she was so.

### Third

During a Creative Thinking workshop (not in the Change Leaders Programme) I had to try some exercises in group, and all the other member chose

me as a group Coordinator because they knew I was in the Change Leaders programme. At the first sight I was not comfortable at all because all the expectation that unknown people gave me. My first step was trying to get the group members closer to each other but my attachment to the result caused by their expectation led me wrong, and I could feel I was not doing my job properly. During one exercise, we had to metaphorically wear a hat which was characterized by a color: each color a personality. During the exercise each member had to fake his personality such to get the same given by the hat. At the third round I wore the yellow hat, so I basically had to "fake" my real personality. As soon as I started I felt absolutely relieved and comfortable and the whole pressure I had disappeared, I was not attached to the result because I was enjoying the moment. After a few moment I could see how the other member were looking at me in a different manner as I was brighting. I also realized how, when I was saying something, the other members were really listening, which was not happening in the previous phases. I was possibility, completely, but they way I become it was like cheating: I had the "shield" of the hat. I think this was the time when I enjoyed it the most.

## Leadership

*Please describe what have you experienced and learned about being part of a group?*

Being part of a group, which has to deliver a result, is a delicate task. Each component needs to really understand his own and others position inside the group. When a new group is created, all the components starts to grow inside it, like a cell inside a

tissue, there will be one moment when the cells touch each other. That is the moment when is important to define everyone's boundaries in order to avoid internal silly conflicts. The most fundamental thing among a group's member is having something in common: the sense of belonging is established. The role of leader is to mind the layer above all the member such the whole tissue is healthy because each cell working individually cooperating with the others.

*Please describe what have you experienced and learned about leading from a distance and delegating?*

Delegating is a fundamental leadership aspect, but it require, trust to the others. It comes from a good understanding of the your own boundaries so everyone can be focused on his topic more efficiently. The attachment to result usually leads to lack of confidence among others. Eliminating the fear of failure, the attachment to the result decreases and it is easier to trust other. After some training the trust in other comes alone which generate a sustainable faith production.

*Please describe what have you experienced and learned in the area of commitment?*

When the fear of failure disappears it is possible to starting to think freely, new opportunity may come from your inside. In fact, when committed, people approach the problem in a "consolidated" way, narrowing their mind down the same steps. Commitment is like fog, it prevents us to see further, but it's basically water, who is scared about that?!

*Please describe what have you experienced and earned in the area of responsibility?*

Being responsible means being aware of what and why you are doing something: doing it does not imply being responsible. Being responsible means looking forward, looking towards the excuses we give to ourself everyday. I had to prove responsibility doing task I didn't like to do, e.g. filling the weekly coaching form, only once I started to understand the reason behind it, I started doing it in the proper manner.

*Please describe what have you experienced and learned in the area of being related / being in communication?*

Being in communication was on the main area where I wanted to be coached because I basically failed communicating with people plenty of times. During my project, and in other group projects, I started to take care not about what I was saying, but what people were listening. After some time it concerned not only about the pronounced words but also the tone of voice, the body language, and the Italian gestures. I realized how arrogant with people I was, trying to let them accept my ideas unconditionally. "Words can hurt people more than stones" an old Italian proverb says. After several months of working together with a colleague, I can see how our communication is more direct, clear and the overall "being a team" is improved.

*Please describe what have you experienced and learned in the area of integrity?*

I think integrity to be one of the most important value in everyday life, furthermore that's a key factor in the leader figure. Integrity measures the matching between words and actions, a leader is the guide of the group, is the figure to be taken as

example. If you have a good integrity, others realize how valuable they are to you.

*Please describe what have you experienced and learned in the area of dealing with authority?*

Dealing with authority had always been a problem to me, but I've never known it before one of the workshop when, one of the facilitator asked me "How do you deal with your parents?". During the program I had to deal with authority quite a lot (filling the form and the questionnaires, the strict timetable) but at the end I understood how they were necessary, so they need to be done. If in a group you are not the leader, spending time fighting the leaders is just a waste of time and energy. If results are requested from the group the authority needs to be accepted for the sake of the result and the group dynamics. Authority under certain extent can be seen as a power game, do you really want to play it?

*What means creating possibility for you?*

To create possibility you need to be able to look forward, see something where someone else see nothing. It is important to create possibility for yourself, be able to re-invent yourself under new extent you have never thought before; create possibility also means to recognize other's potential and figure out the way to let it develop.

## And not to forget...

*What has been of most value to you this last half year connected to the course?*

As I already said, even with small steps, the journey I went through is really long. I know myself

much more, I can see how I used to put myself in stressful situation just to please someone else. I can realize when someone is just trying to drag me into a power game and I can avoid it just in time! All the workshop gave me the possibility to see through the lines, like discovering that there is a new color in between the color spectra: you can see it everywhere, where you were used to see just all the rest. Finding out my stop rules and my success formulas defined my boundaries. I've always looked at me from the actions I do, now I investigate more the reason why I do something and the related result. After 25 years I can say someone gave me my "User guide". I also focused a lot in the communication area, all the workshop and specifically the coaching helped me to have an external point of view of myself: it's not that important what I said, but what people get from it. That's strictly related to everyone's pattern which is different (thankfully) for any person.

*What changes have taken place outside the project, for example in your relationship with colleagues, manager, friends and family?*

I think my development took place mainly in the relationships with colleagues and friends because I had the chance to train it a lot. Work-wise, in the case of my supervisor, I had the opportunity to grow even if I would like to improve more, I will surely do it during my internship. I am living in the Netherlands at the moment, and the last time I met my family I was not that successful, but it was some months ago: my assignment for the summer is to be a "source" for my family.

*Through participation in this leadership programme, what have essentially been the active*

*ingredients that made change in your way of being possible?*

The most essential ingredients of this course are without any doubt all the people involved. First of all my coach, who helped me a lot to understand more about me building a great connection based on trust. During the workshop all the colleagues and I were "naked" showing our fears and concerns, great connections were made. The exercises during the workshop were well designed to stimulate the right emotion at the right moment, it was fun, surprising and absolutely tiring. I would start again tomorrow.



***"The measure of who we are is what we do with what we have."***

***- Vince Lombardi***

**R** *My name is Riccardo Bertolameotti and I am a 23 years old Italian student. I am attending the second year of the EIT ICT Labs Masterschool. Currently I am doing my Internship and Master Thesis project within a IT security company called SecurityMatters. Damiano Bolzoni, one of the founders of the company, is my supervisor and he follows me along the development of this project. I am not working strictly within the company because I am doing a one-man research project.*

## Introduction

Therefore I am working by myself and not within a team. My closest team mate is my supervisor, I can certainly say that he is a good and trustworthy

mate! :) Along my project I am participating in a pilot course of Change Leadership and I have the fortune to be helped by my coach Elisabeth Aveskamp. In the project I chose for this course the client is the company itself, because I am doing research for them and possibly consequential solutions are adopted by SecurityMatters. Within this Leadership course I gave my project a name: DECA. It has a double meaning: first it is the acronym of Detection of Encrypted Communication Anomalies, which synthetizes the goal of my project. Secondly it is one order of magnitude (DECA = \*10) more difficult than any other project I did so far in my student career. This is because it implies research therefore to solve a problem that nobody ever did before.

Since the beginning of the course I was asked to give an indication of what would be a possible results (visible and measurable) of my project by the 27th June. At that time my expectations were to have some statistical results in relation to the hypotheses that I drew at the beginning of my project. In order to achieve that I expected to have a dataset and a running implementation to test my ideas and get some statistical results. The possi-

## ResultPlus

In the past 5 months I have certainly learned A LOT. It is not a “classic” learning process that goes through books, white papers, lectures, etc. It is has been a process that I myself went through and touched my daily life. The starting point of this experience was the dinner with my supervisor. I then clearly understood that my worries were just in my mind and that if had I spoken to him before, I would not have that “sad” period. I now understand that feeling free to ask help or feedback from time to time can give clarity and helps me avoid my mind to make it up for them. In the next months I asked for feedback from my supervisor whenever I felt that I needed it. I therefore felt more free and also happy to see that people do not have problems answering your questions or requests. However I have understood, thanks to this course, that the content of the question is not enough. It is also important to frame the sentences in a correct way (i.e. avoid judgments) and being aware of your body language.

Once I was able to recognize this I started to see this everywhere in other persons. This helped me to understand the metaphor of the fish that does not see the water while it is swimming inside. I felt this metaphor also on myself when I started to realize, also with the help of my classmates, what I was doing, communicating, with words and the movements of my body. Help from other people can really help to see things that you are not used to or cannot see by yourself. However, with some practice it is also possible to do it by yourself, with some sort of self-criticism. During this months I had the fortune to be accompanied by my coach. Knowing the importance of listening to others (who are

bilities of my project for the company could be possible IP properties if the solution is really successful, develop a product based on my idea and even sell it to the market. For the members of the project (me and my supervisor) the possibilities are the unique experience, increase of reputation, “personal pride” and therefore increase of self-esteem, scientific publications and conference invitations. As a project leader the possibilities created by this project are: skills of planning and micro-management (learning how to go ahead with a project all by myself), ability to work independently on hard tasks/problems, asking help when necessary or desirable and being able to develop solutions that are future proof (no solutions exist for that specific problem yet and are possibly applicable for problems that do not exist today). Surprisingly we currently already obtained more “results” than expected. We were able to get the dataset, finish the implementation and moreover we have everything settled to evaluate the method. Within one or two weeks we will already have the statistics to be able to evaluate the method. Moreover, before the 27th of June we will be able to analyze the results and start a second draft of the evaluation (to refine our method).

## Stepbacks

During the project I have faced several setbacks. One of the first setbacks was the lack of feedbacks from my supervisor and therefore insecurities about myself and the work I was doing. Another problem I have faced was to step out of my comfort zone and implement (coding) my software (i.e. proof of concept). Then I had another setback due to the delay of the dataset. The first setback was the most

“important” one. I was lacking confidence of myself and I was therefore distracted. I worried about finding a job, I was thinking my supervisor was judging me and my work in a bad way. Thanks to my coach we were able to fix this situation in quite a short time. I have stopped to look for a job, because I have started to write down all the things that were in my mind (i.e. find a job). On this way I was able to take them out and do not think about that. Regarding the lack of feedbacks, it has been solved indirectly when I had a dinner with my supervisor, where he spoke out what he was thinking (i.e. positive things about me). Then I realized that everything was just in my mind. I felt invigorated and started to work with a completely different, more positive attitude. I also realized that my supervisor does not share positive comments if he has any during our work relationship (e.g. there he did because it was a completely informal event).

The second setback regarding stepping out of my comfort zone was in my mind before starting. When I ‘just started’ coding I actually found it nice and I started to appreciate it.

I figured out that stepping out from your comfort zone can open new possibilities (here the possibility that coding is not as bad as expected). The last setback was out of my hands. I could not work any further on my thesis because everything was ready as far as possible, without having access to the dataset. I was able to speed up the process by talking to Damiano and looking for possibilities. Beside that, everything went quite smoothly.



## Riccardo Bortolameotti

mostly willing to help us), I did not have any problem to listen her and practice her suggestions. It always appeared to me as a talk with a friend. Sometime we were of two different opinions but at the end she was right. I remember when we were talking and I was convinced that “I was considering better than someone else” just because I considered his job as a miserable job or not important. We had a nice discussion and of course I did not digest what my coach was trying to tell me. However, after two months or so, I realized she was right. Now I do not have “hard” never-ending-game during political talks or other fragile topics. I feel relaxed in talks about this arguments, I am open to different points of view, but I do not necessarily change my mind. However, now I notice that the others do the same I was used to do before, it is funny to see it ahah :)

Nonetheless, at the beginning of May started a huge period of stress for me, because I was facing the opportunity to apply for a job position and the time to decide whether to apply or not was very short. It was really hard because I had to consider all the possibilities in few time and I was feeling really confused. This period of stress reminded me the period of “too relax” that I had before and I realized I was missing it. All of a sudden I was in a standstill phase, because my mind was busy with the decision to be made and I was feeling confused and worried about making the “perfect” choice, afraid of uncertainty. At the end, I could let it go and I embraced the uncertainty. I decided to apply, because it can create a lot of opportunities for me and also because it was impossible to gather more information and postpone the decision. In the past ambiguous situations created many opportunities

for me so why not do it also this time? Let's see what it will happen.

Beside this episode of unexpected stress, I would like to describe in detail three situations that were quite significant in my journey. The first one is the talk with my supervisor that I mentioned before, the second one is a never-ending-game I had during the Group Session in the experiential part of the course, and the third one is related to dealing with uncomfortable face-to-face conversations.

### *First episode*

In February I was facing a period of transaction, I was finishing all my deliverables for my courses and I was ready to start my internship project. These deliverables should have been judged by my supervisor, who was waiting for a final version in order to approve it. At that time I was constantly feeling quite insecure about the quality of my work, therefore I kept sending drafts, and not a final version, to my supervisor. Since he is a busy person, he did not have time to correct every single draft, therefore he did not reply any corrected drafts. At that point I was feeling really bad: days were passing and I did not receive any answer. I started to think that I was doing so bad that he even stopped to read my work. I did not know what approach I should have used, then I started to distract myself in looking for a potential job after the thesis (9-10 months earlier, that's stupid). Of course I was not able to find any suitable job, and my mind was just in a complete state of chaos. At the end of the month a friend of mine was coming over to start his internship in the same company where I was, therefore my supervisor decided to organize a kind of “informal” dinner to “introduce” himself to my

friend (but we were both invited). During the conversations at a certain point he said: “Riccardo, at the beginning you started very well, I also told to E. (his co-founder) that I was positively surprised. However, I do not know why you slowed down your work. How long will you take to finish your deliverable?”. These sentences completely changed my approach in the next days. I understood several things: first and most important, I was doing well and he was having a positive judgment on me; secondly everything was just in my mind, I was feeling a different person; thirdly my supervisor is a person that does not spontaneously give positive feedback very often; last but not least, I learned that if I am feeling bad about something but this is not confirmed by the “direct subject”: it is just in my mind.

I found myself in a similar situation two months later, where I needed some feedback on my work in order to keep going. Since I had learned the lesson before, I was instantly able to ask to him what he was thinking about my work and he answered without any problem saying that he was happy about me and my work. Nowadays my motto is: “you should just ask”.

### *Second episode*

The second episode regards a group session with my classmates. We had to decide how to organize the day of the 27th of June. Most of us have a strong personality and opinion. Everybody wants to put something personal in the final solution. During the meeting I proposed my potential solution, being open to modification or discussion on it. Unfortunately my proposal was turned down even before discussing it, and this had really hurt me. “Come on at least discuss it together then if it is not fine that's

ok”, that was my thought. However, my reaction was different, I turned myself down as well. I did not express my feelings about this and I stopped contributing to the conversation: I withdrew. I did not talk during the discussion and I walked away as soon I had the opportunity, because I was also judging their solution “too predictable” (even stupid). I discussed also with my coach and after some time I figured out that it was largely my fault because I did not express my feelings/problems regarding that decision so the others did not even see it. I over-reacted and denied myself a contribution to the project. I was being selfish in that situation, because I was judging decisions without being open to discussion on this. I chose the easy way, did not speak and thought I was superior. I have not had the opportunity so far to meet this situation again and try to change my behavior, but at least I had recognize my mistakes and the pattern of this never-ending-game. I lacked openness towards others. It is really important to clarify my intentions feelings within a group for three reasons: they are aware of my feelings (they might even not see them otherwise), I can solve the conflict through a rational discussion and therefore feeling better afterwards, and I show openness and willingness to contribute to the others.

### *Third Episode*

The third experience and lesson learned is managing tough face-to-face conversation, that I find difficult to handle. In April we had a experiential session where we were trying to handle some uncomfortable conversations. This exercise was done among us (leader students) in order to gain confidence in having these kind of conversations. During my exercise I really realized thanks to my col-

leagues that body language and sentence framing are fundamental for a true and successful conversation. This was one of the biggest lessons I ever learned. Being aware of WHAT you are saying and HOW you are behaving can really change things even though the content is exactly the same. I did not believe it was possible to “communicate” so many things with just body expressions or even the tone of the voice.

This was a tough situation for me, it never happened before to ask to my “boss” how I was doing. It is not something usual, it is more likely to get feedback from him, and not to ask explicitly for them. But I really needed them and knowing my supervisor I would have probably wait too long, so I had to ask for it. Therefore, I tried to use my body language and sentence framing in order to help me out from that “uncomfortable” situation. It was definitely successful: I got feedback, they were even positive and I had the confirmation that body language, tone of voice, etc... are very important in order to communicate in a proper way and avoid misunderstandings.

During these period I have faced different setbacks, but I also started to deal with them in a proper way. This led me to unexpected results, and I find it really surprising. I can mention some of them. When I started to develop my proof of concept for my thesis I was completely out of my comfort zone because I never liked too much to create software. During that period I faced problems day by day without thinking that it was something I did not like. I was able to finish everything in time, I discovered that I was underestimating my skills, I discovered that I like coding (i.e. being possibility).

Another episode of unexpected result is that facing problem day by day, asking for feedbacks (which gave me energies) and being not stressed about work, let me go smoothly through my thesis roadmap, and now I am 20 days in advance in relation to my initial planning. I will use this 20 days to produce some more unexpected results that will allow me to finish my thesis earlier and perhaps get some vacation during the summer that I really had not expected :D.

The biggest unexpected result is the following: since I have started my thesis I have started to talk with people during breaks about everything. I was able, through open discussions, to learn and understand how it was the “world” of research, because I have always been in doubt about keep going with academic career or find a job in industry after the master. This openness in discussion let me create some “work” relationship within the environment. At the end of May, my supervisor came into the office and told me that somebody asked him if I was suitable for a PhD position, which was exactly what I was looking for once I would have finished my thesis. I understood that my openness in daily discussions probably helped to show my positive characteristics, motivations and somebody was even interested in me. Moreover, after that I went to ask more information about this position and I had discovered that the conversation went a bit differently. My supervisor sponsored me as a suitable candidate for a PhD (he knew I was interested in a PhD position because I told him). What positive feedback is more valuable than a sponsorship from your boss for the work you are doing? How it went with the PhD? I am currently applying and I will know if I will get hired in a couple of weeks. The

problems that I was facing in February looking for a job, could be solved by an unexpected result that was generated by my way of being and ability to face the problems by myself and the help of my coach. I changed my behavior in some situations and the results were definitely positive

### Leadership

Everyone during his or her life had participated in group activities, like football, school, whatever. I have learned that every group has its story. The performance and the harmony of the group depend on the members and the situations (created). Changing even one member of the group, can change completely the environment that group had before. My experience confirms that and I now understand that every time a group starts (e.g. working group) I really need to build trust in order to invest 100% of my skills to reach our goal. Somehow it is what happened with my supervisor. Once I knew he was not used to give feedback (without having to ask for it) and what he was thinking about me, I started to work as much as I could. For trust I mean to understand what exactly the other(s) expect from me, how he is used to behave in certain situations, and if we are on the same page, because then I know how to “measure” how things are going on and have a bit more control over the general situation. These things are fundamental for me within a group in order to give my best.

During this period I also had to deal with my supervisor that was always away (we have a meeting once a month). We were able to coordinate together in order to get the dataset (almost in time). I did not have many experience in the past weeks

about delegating, however I asked my coach for some help with the work on the booklet. Therefore it can be considered a sort of delegation that I will experience in the next weeks.

I have noticed important improvements in the area of dealing with authority. Asking feedback to my boss is a clear example of this. Of course I still have some problems sometimes, but I have some tools to deal with it. My commitment and responsibility skills have slightly improved, but it was more a refinement. In working environments I have always been committed and it improved in this case because I have learned to manage everything by myself: planning micro-deadlines, deliverables, being aware if I am doing well or bad, etc... The responsibility level is improved in the sense that now I changed my view towards it. I have started to think that taking responsibility for something can also be seen as being possibility, in order to learn something, and that is why I accepted the responsibility to deliver the booklet.

I have definitely improved my level of being in communication. Now I speak freely with everybody, without being afraid of being judged, or problems to relate with authority. From this perspective I am now definitely free of giving my opinion (framing and body language are considered as well). To me, that is one of the biggest and most important achievements.

“Creating possibility” for me means opportunity. Every time you do something you can create some opportunities, if it is not for myself, it can be for somebody else. However, I am convinced that the most unexpected opportunities come from unusual

things that I have done.

If I find myself in an usual situation and I try to face it in a different way, whatever comes after it is likely to be a new opportunity. I never asked for feedback to anybody in a face-to-face conversation before I got feedback during the experiential part. The first time I did it in a less “clinical setting” was with my boss that was supervising my Master thesis, which is basically the most important project I have ever done for myself. As a result I was not bothering myself anymore with making up fake judgments. I got positive feedbacks and I got new energy and motivations to continue my work!

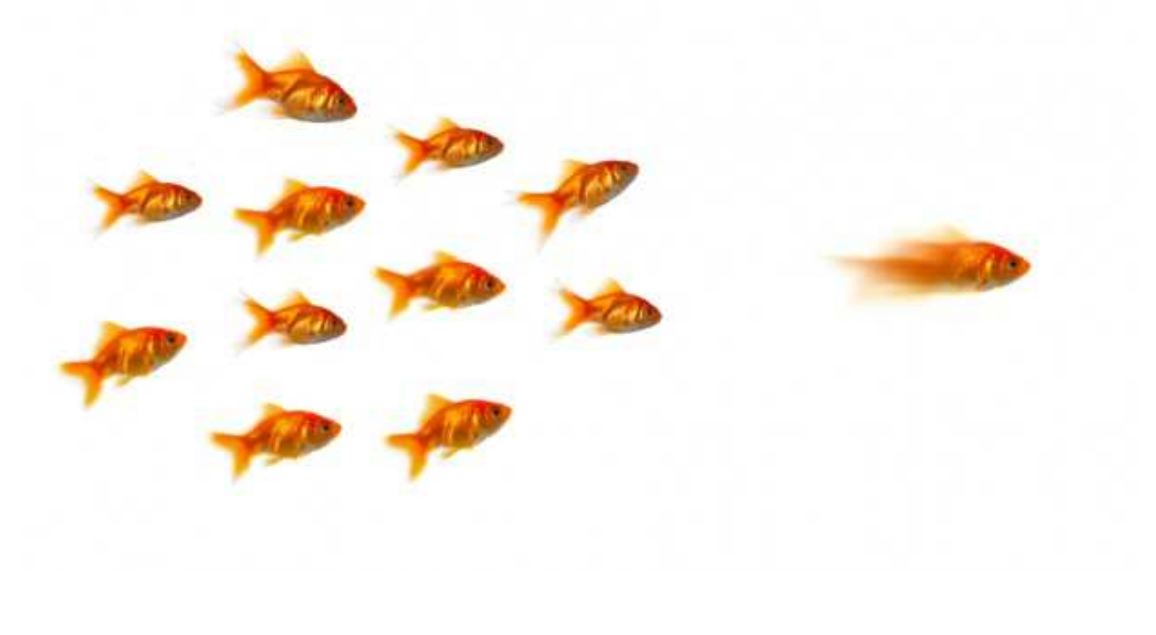
### Conclusions

In this last half year I have learned and mostly experienced many new things with this course. The most valuable thing for me is “awareness”. Awareness of myself: what I am doing, how I am doing it, why I am doing it. This is very powerful. This journal was mainly about my project, however I have applied these concepts also to my private life. I was able to talk with my father about his problems at work, he was able to open up with me and we never did it before. I am trying to learn from the behavior of others and reflect about myself and see what I am really doing. Unfortunately there is also a bad side of being aware of such things. I am able to recognize patterns in my friends, and the thing I would like the most is to help them. Unfortunately it is not possible, at least not always, and this hurts me and sometimes makes me feel a bit powerless. I know, but I cannot act.

The most important ingredients to change my way

of being in this course was to listen what others have to say (coach, friends, colleagues, etc.), put my ego aside, and try to practice in real situations. These are the reasons why I was able to enjoy every single coaching session because we could discuss openly about everything and work for a possible solution together.

However there would be many other things I would like to say, but I made a first instinct selection. It is difficult even during daily life to remember all the concepts and apply them to every situation. It is very energy consuming. I will try to master it more and more with time in order to make it more natural. I am just at the beginning. Let's see what it will be next!





## The Change Leaders Coaches

Matthias Grosskopf	“There is no difference between coach and coachee: you can't be a coach if you are not a coachee at the same time.”
Amaranta Karssiens	“In face of opportunity you tumble into patterns of fear. Let yourself be called by the chance and take the old patterns under your arm!”
Rita Bevers	“As a coach, I am greatly inspired when I see a coachee develop him/herself to take leadership in life.”
Elisabeth Aveskamp	“If you change the way you look at things, the things you look at change.”
Michiel Wolbers	“Remember that it's not about reaching the destination, but that it's all about the journey to the destination.”
Thea de Kluijver	“Be open and creative in your mind, heart and communications. What you want can be offered to you in a different way than you expect.”
Nelleke van Adrichem	“You will get more opportunities by sharing experiences and looking with other eyes.”
Renske van Wijk	“If you change the way you look at things, the things you look at change.”
Marieke Hofman	“The invitation to look at yourself beyond judgment, constitutes a healing power in itself. The space that this creates is what we can offer others”

Leading With Personality

Eye-opener

Self-development

Not Playing Small

Unreasonable Requests

Calmness Results

Enthusiastic Personal New Possibilities

Driven Sentence Framing

Leadership

Openness

Relationships Helpful

Enthusiasm See Believer Believe Fun Patience

Fantastic People Body Language

Stubbornness

Experience Remarkable

Liberating

Creating Possibilities

Communication Life Changing

Experiencing New Worlds

Insights Through



# the change leaders

**The Change Leaders**  
**A Master Honours Course**  
**Twente Graduate School**  
**Academic year 2013-2014**

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Organizers	Prof. dr.ir. Petra de Weerd-Nederhof, <i>Dean Twente Graduate School</i> Prof. dr. Celeste Wilderom, <i>Change Leaders track Responsible</i> Drs. Nelleke van Adrichem, <i>Masters' Honours Programme Coordinator</i> Lisenka van het Reve, <i>Project support</i> Mathilde Zwarthof-Mulder, <i>Project support</i>

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