



CHANGE LEADERS AND MANAGEMENT

UNIVERSITY OF TWENTE

2019-2020

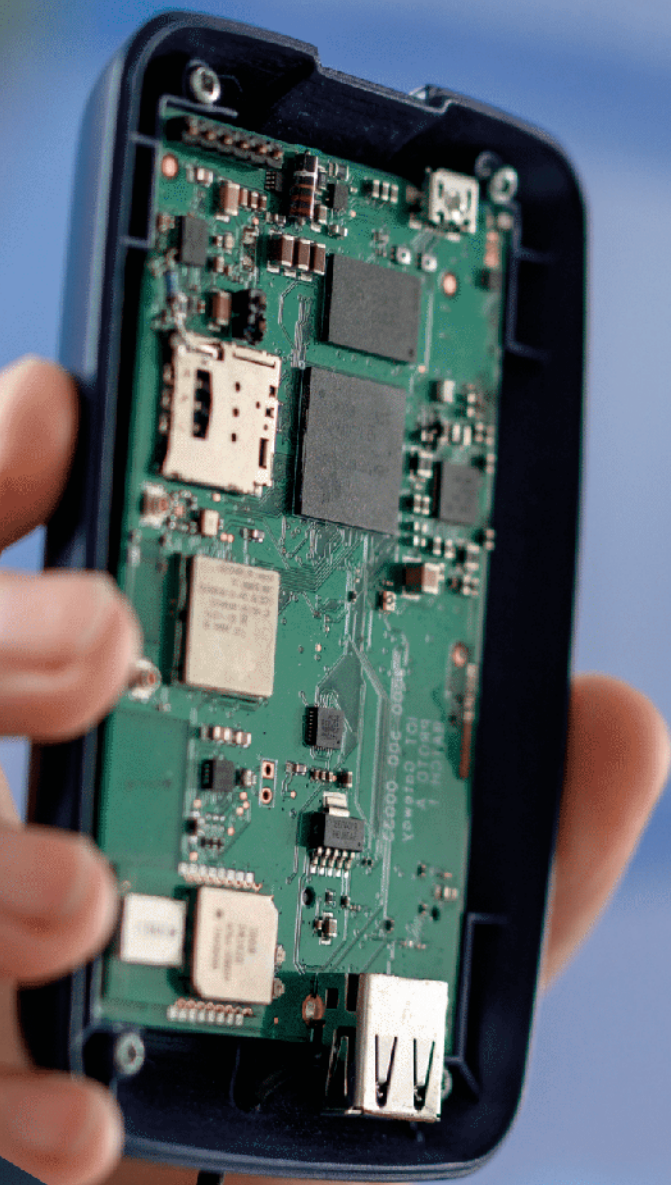
Master Honours
Change Leaders

UNIVERSITY OF TWENTE

Master Honours
Change Leaders

2019-2020

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Colophon

Master Honours programme Change Leaders and Management

Cohort 2019 - 2020

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Cover Photo

Stock photo from Canva - Geometric Architectural Background

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PREFACE

Dear Change Leaders 2020 graduating cohort,

Your coaches, your guest teachers and the three of us have thoroughly enjoyed your company. It has been a real pleasure to have met you and worked with you throughout this year. We met diligently, mostly on Tuesdays' nights, in our plenary session in the VIP (Very Intelligent People!) room, when usually the majority of people plays sports, watches TV, meets friends and perhaps even gets drunk. We feel we also became friends but breaking our (already tired) brains and hearts to get drunk on precious knowledge and new skills (it was hot in that VIP room after all)!

The Change Leaders group is always the most challenging group of students we serve, because it is very selective and interdisciplinary, with many diverse and "colorful" personalities. But challenging groups are also the most engaging and gratifying. God does not play dice: we do believe that people's strength and enrichment lie in appreciating each other differences. Perhaps more in our role of mentors, than teachers, it is incredibly fulfilling sharing our knowledge and experiences with curious minds, eager to learn, develop and grow, like yours.

As true Change Leaders, together, we have brilliantly tackled the difficulties and uncertainties of this quite infamous year. Indeed, even though this cohesive atmosphere of Tuesday's nights was difficult to fully replicate via online teaching, we managed to nourish and continue our special connection. We were glad we could still feel your active presence and curiosity through your constructive online comments and questions. We are extra proud of your achievements during these challenging times!

And every cloud has a silver lining. Many of you have taken up the pandemic to contribute to societal greatness, suggesting interesting ways whereby improving mental and physical well-being of various groups inside and outside the UT, or even across the world. This booklet thus represents the unique signature of remarkably motivated students who chose to leave their permanent mark by elaborating, promoting and implementing beneficial change interventions for numerous and different stakeholders.

PREFACE

To the best of MSc-brains of the UT who have now embraced what they need to manage well in their future: change, leaders, coaches, and any other person in their personal and professional lives, CONGRATULATIONS on graduating in this MASTER HONOURS PROGRAMME! It is now time to apply your newborn knowledge and talents into the real world as they urgently need skilled Change Leaders. Don't let them wait! As Immanuel Kant (1724-1804) stated at the beginning of what is considered one his masterpieces:

Sapere Aude! (Dare to know!)

Have the courage to use your own Knowledge!

With the best wishes,

Prof. Celeste Wilderom, Dr. Desirée van Dun and Dr. Lara Carminati



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INTRODUCTION

The Master Honors Change Leaders has the broad goal of teaching and engaging students in managing themselves, others, their tasks and to promote change well. It brings a welcoming balance of soft skills and academic knowledge on the relevant subjects regarding change processes, so important for us students in our future careers.

The program is divided in three big blocks, being Head, Hands, and Heart. In the first quarter of the program, Head, we focused on a more technical approach, gaining insights into which approaches and techniques work best to achieve improvements, learning how to identify what can go wrong, what are the challenges and how to go about them. In the second part, Hands, we put this knowledge into a more practical perspective with workshops, where we learned tips and tricks and practice approaches. At the beginning of the second part we also had a Discovery Workshop in which we gained insights into our own individual behavior preferences, and we learned our dominant colors. This gave input for the last part, Heart, where we put in practice a plan for personal development and engaged in a change project, run by us with the goal of bringing change to others. Each of these quarters will be further explained below.

Change is the only certainty we have and, therefore, it is important for any (future) leader to know more about how to coordinate change, how to engage people to change, and how to identify when change is needed or asked. We, as (future) Change Leaders started our path of development months ago. We came through a lot, a crisis included, and now, we can say that we learned and developed a good deal. And we shall never stop.

The first quarter concerned the cognitive part, Head, which was devoted to various topics within the fields of change and leadership. Every week, we read interesting papers and attended insightful guest lectures to acquire in-depth knowledge and a better understanding of the topics we would be applying soon.

In the first lecture we talked about our goal for the programme, and the important values and behaviours of our team. We learned the importance of having a clear goal and the values that support Lean Management - honesty, candour, participation and teamwork, and continuous improvement (Van Dun, Hicks, & Wilderom, 2017). It did not come as a surprise that during the lecture honesty, respect and open mindedness were regarded as important values, an indicative of self-transcendence and openness to change (Van Dun, Hicks, & Wilderom, 2017). Alignment in these work values is necessary to achieve high team performance (Van Dun & Wilderom, 2019), a good heads up for us as future (effective) change leaders.

We were introduced to the difference of task-oriented and relations-oriented leader behaviours and the importance of the relationship between leaders and followers (Hoozeboom & Wilderom, 2019; Widiyanto & Wilderom, 2019). To get positive follower outcomes, both leaders and followers must be skilled in using their own emotions in a goal-oriented way, raising awareness to the use of emotional intelligence (EI). We learned that organisations do not exist as a thing, but are made of the different people that work together. Everyone brings in their own experience, talents, abilities, and opportunities and supporting and understanding are necessary to unleash the potential of people. Hence, continuous improvement is needed to establish effective leadership and excellent organizing, with the support of a leader's EI capability.

Also, we learned how every organisation is characterised by its own specific culture. Bik (2016) mentioned that there is an increased focus on culture and behaviour in managing a quality-oriented culture for firm performance. To connect the literature to practice, we spoke about organisational culture, core values, behaviour of employees and performance. We concluded that giving employees the opportunity to grow and contribute without imposing redundant rules and procedures is beneficial for firm performance, a valuable lesson for our future professional challenges.

Besides factors that facilitate success within teams, we also faced the challenges of working in teams. In particular, we looked at multi team systems (MTS), defined as two or more teams that work together directly and interdependently to accomplish collective goals (DeChurch & Mathieu, 2009). We learned the harmful results of lacking communication within the system (Wijnmaalen, 2015) and we experienced this ourselves during a case, in which collaboration was damaged due to a lack of communication and awareness of each other's role. Important lessons for team members are to get to know each other's role, responsibilities, and the person behind it.

During one of the lectures we dived into the world of healthcare to learn about operational management. We learned about the limitations of implementing lean in healthcare, how healthcare planning and control lags behind the practice in manufacturing settings. To incorporate change management in the healthcare sector, a modern framework can be used, that integrates all managerial areas in health care delivery operations and all hierarchical levels of control ensures completeness and coherence of responsibilities (Hans, Van Houdenhoven, & Hulshof, 2011; Hans, 2015).

The lectures wouldn't be complete without discussing leadership itself. Dr. Mirjam Bult showed us that good leadership is not limited to one single style, but depends on the situation. We learned the six leadership styles proposed by Goleman (2000) - coercive, authoritative, affiliative, democratic, pacesetter, coaching, and about the lack of consensus on basic change management processes and principles discussed by Stouten, Rousseau and De Cremer (2018), reminding us of keeping a critical mind. As a practical example it was nice to hear about the leadership involved in the development of the Shaping 2030 strategy of the University of Twente.

Lastly, we looked into strategy making and wisdom with dr. Roeland van Straten. We learned that knowledge is a Justified True Belief, an interesting concept since academic students are always stimulated to maintain a critical mind. We also learned about Aristotle's concept of practical wisdom, which can be developed by engaging in interpretive dialogue and aesthetically rich experiences (Statler, Roos, & Victor, 2007). Different approaches can be incorporated in any decision-making level of an organisation, and ultimately, strategic wisdom increases the performance of a firm and is possible for anyone (Van Straten, 2019), change leader or not.



Nothing is more satisfying for a teacher than to see your message has reached the students; to see them smile of recognition and understanding. The Honours programm provides students as well as teachers freedom as its not limited to rigid study goals or skills. We are free to explore and grow together! And that is why I like teaching in this program. We are able to have a debate, do an experiment and elicit emotions. Remember how you felt when I assigned your seats? When you had to compete with other groups? When you were left out as a group or when your were forced to work on a goal you did not understand? Hopefully all these emotions are still vivid in your memory and are linked to knowledge on intergroup relations and how to be a leader in such complicated situations. I hope that the knowledge I tried to convey to you will stick and that when you find yourself in a similar situation, either as a group member or as a leader, you will think back, remember, and act in the way that is most productive for the group as a whole!

Julia Wijnmaalen



In the second part of our program, Experiential Skills Training, we were involved in workshops to train and further discuss the knowledge acquired in the first quarter.

To begin with, we took part in the Insight Discovery report, which is one of the individual training options we received. The Insights Discovery analyses our preferred behavioural style or, in other words, our preferred way of "HOW" we do certain things. Every student received an individual, detailed Insights Discovery preference profile, forming the basis for numerous learning experiences that address aspects such as effective communication, management, and leadership style.

The Insights Discovery profile uses a 4-color model to explain individual preferences. People with a preference for the blue colour often ask questions, are observing and analytical. They are e.g. careful, precise, questioning, or level-headed. People with a preference for the yellow colour on the other hand, often approach others openly, are sociable, and dynamic. For example, they are striking, lively, or entertaining. They often look for focus, fun and attention. People who have a preference for the green colour are relaxed, supportive, and think about other people and their experiences. They are often social, slow, mindful, compassionate, or constant. They often have a mediating and balancing role in a team. In contrast, people with a preference for the red colour are characterized by being determined, action-oriented, and focused on results. They are often competitive, demanding, goal-oriented, or dominant. Not infrequently found in executives. This colour coordination creates a profile that assigns the individual to not only the four different colours but also to one of the eight different types: the director, motivator, inspirer, helper, supporter, coordinator, observer, or reformer.



The personal preferences are measured with the help of a quickly answerable online evaluator and the result is summarized in a personal report, which contains valuable information on strengths, possible weaknesses, and personal development. The Insights Discovery report helped us Change Leaders to better understand our behaviour and that of others, being able to value other perspectives and differences. The idea is that, if we know more about our colleagues and how they prefer to work, superficial relationships can really become cooperative partnerships.

With the knowledge of our behaviour preferences, we formed peer groups to act as supporting and developing mechanisms for each other. We would work together during the next two quarters. Within the peer teams we had a lot of different profiles and outcomes, which made it particularly interesting, as it created an excellent opportunity to learn from each other, to observe and understand behaviour traits and learn how to deal with different personality types.

This experience helped us in the evaluation and further practice of the hands-on approaches we had during this quarter. During the workshops, we learned techniques and methods to deepen our performance as Change Leaders, such as coaching skills, cross-cultural competence, and negotiation. In the light of our Discovery Profile and with the help of our peer groups, we could evaluate how to better use this knowledge, which skills of ours needed further development, and which specific methods we could use to have better outcomes, now and in our future careers.



We hope that you will become the new generation of Change Leaders who are going to change the world for the better. Sure, becoming a good leader is already quite a challenge and to successfully implement changes and reforms in an organization is a hell of a (fantastic) job. We have been trying during the Honours Course to give you some ingredients for becoming a good leader and to accomplish effective and lasting changes.

However, there is not one single recipe for successful change leadership which works all over the world. In the first place each of you grew up in a specific national culture which shaped your way of thinking and behaving. You only become aware of that when you meet and collaborate with people from different countries, like here at the Honours Course at the University of Twente. And once you are asked to become a change leader (manager, consultant) in a country foreign to you, you will have to deal with people who may be thinking and behaving quite differently from you. I have been telling you about the clashes between the French and Swedes, and the difference between we-cultures and I-cultures. I hope you will remember at least one thing from my lecture: Abroad things may work differently from what you are used to at home, but you will be successful the more you are able to adapt to and make use of local culture.

Arnold Enklaar



The aim of this quarter - CL Project Execution and Coaching – was to utilise and apply the knowledge and skills developed in the first two quarters of the Change Leaders programme, while developing ourselves in the basis of our Personal Development Plan (PDP). This was done through the development and execution of a self-chosen change project, which was aimed to benefit others, and individual coaching sessions. Each student was matched with a coach, on the basis of their desired personal improvements and the PDP. Every student had multiple meetings with the coach to discuss ideas for their personal development and for the project development and execution.

While receiving guidance from their coach, each student was responsible for the execution of the change project which contained a self-chosen target group to achieve clear and measurable goals. The unique aspect of this quarter was that every student was stimulated to execute a project with their desired target group, and at the same time every student was developing on his/her strengths and weaknesses. Every student is unique – not only because of his/her cultural and educational background but also because of his/her personality. Some students preferred to improve their weakness, while others preferred to improve his/her strengths. Next to the coaching sessions, the reviews of fellow peer members stimulated divergent thinking to improve the desired action plans for successful execution. Having a strong environment - in which you can give and receive honest and constructive feedback - was desired to build on the personal development plans

As a result of this quarter, a variety of unique projects were developed, ranging from the creation of a business plan for a renewable energy start-up, the development of guidelines for new exchange students to create awareness of the Dutch culture, to the creation of a fitness application. All these projects had one important aspect in common – they were all created and performed during the COVID-19 crisis. The consequences of this crisis, such as the travel ban, the new ‘1.5-meter society’, closed University Campus, and the switch from offline to full-time online communication made it more challenging to execute projects. Therefore, the crisis added a even bigger challenge to apply the gained knowledge and skills in practice, strengthening our competences as future Change Leaders.

The quarter culminated in a final self-organized seminar which included each student’s presentation of their project and development during the Change Leaders. Via online communication tools, we, as Change Leaders, provided feedback to our peer students and celebrated the impressive achievements we made together.



Dear Change Leaders,

Hope you are doing well! It is a challenging time in which we live today. In partaking in this program you all have shown curiosity and eagerness to learn new concepts. I have observed a witty and diverse group with fun in working together and, especially in the coaching sessions, courage to reflect on issues that really matter to you. I have enjoyed (and I still do) training the coaches and supporting you with your personal developmental plans in which you unravel your reflections and needs for future development as a change leader.

“It’s our choices, Harry, that show us who we truly are, far more than our abilities.” (Dumbledore)

I really like this quote because I believe that one can only be successful as a leader if you are willing and able to look in the mirror and reflect on what you do, how you do it and with which intentions you act, and in the meantime keep track of the impact you have on other people. This reveals in a way who you are and how you inspire and motivate others. That is not easy and you did a great job! As a consultant and coach I am meeting much leaders of today. Increasingly they are realizing that leadership is not about a fancy model, but for a substantial part about who you are, your willingness to learn and reflect, and your awareness of your impact on others. It has been great working with you and I thank you for your openness and your efforts. I hope that you all will be able to live your future dreams and every experience and/or change will not be in the way but get the way.

Warm wishes,
Martian Slagter



LAURA ARENS | ISABEL GÜTGES | LILI GABRIELLA TÓTH

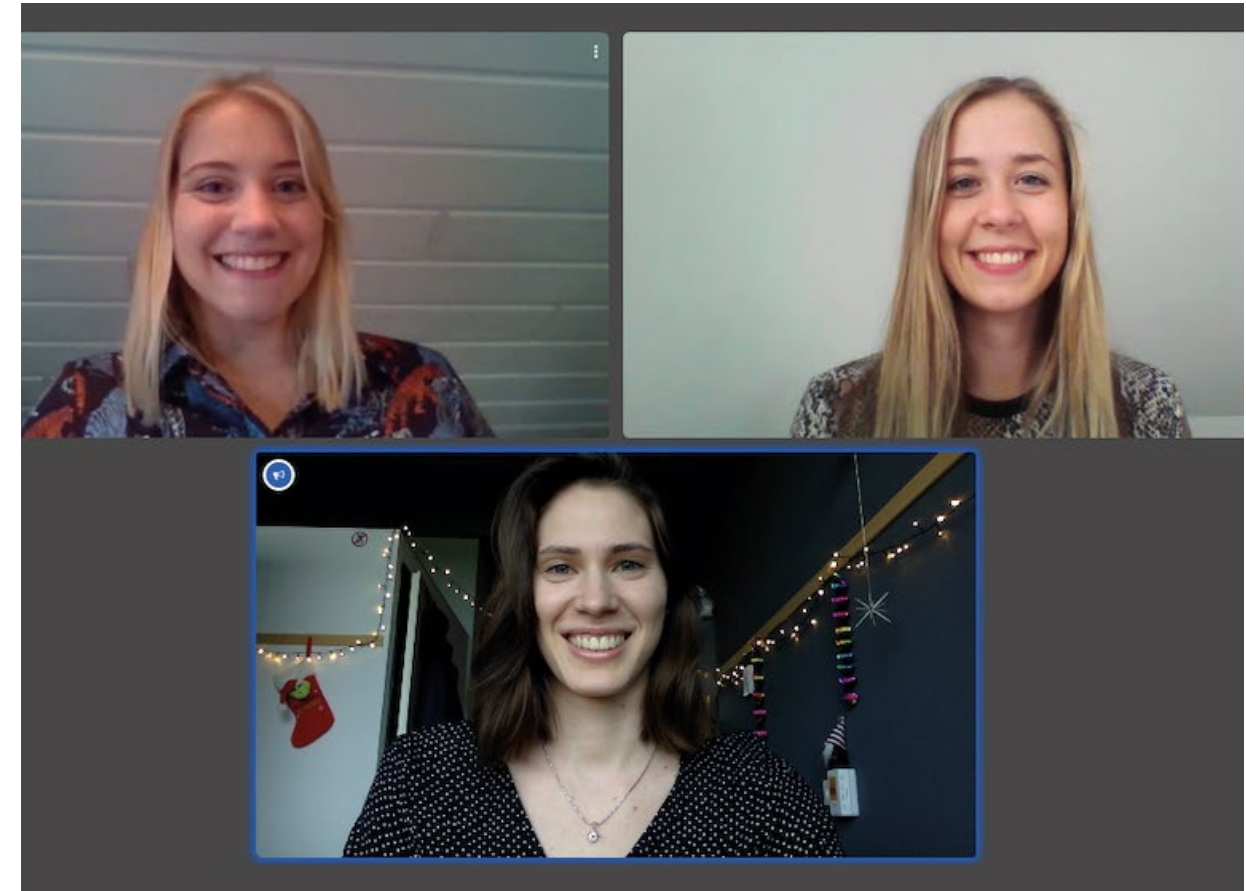
The peer group meetings were a new addition in the second quartile. We had to create small groups with fellow students we felt comfortable sharing personal information with. Our peer group harmony was quite balanced as we connected immediately during the very first Change Leaders meeting back in November. Throughout our peer group meetings, we spoke about our personal development goals, our project plans, and how our goals would be met by executing the project. Additionally, we spoke about the Corona situation and how it has impacted our lives.

It was really nice that we were able to be open and honest about our own and each other's work because it allowed us to critically reflect on our development goals, as well as our project plans. Through the feedback we were able to finetune each other's work and eliminate possible issues before the project took place. For this to happen, we had to trust each other and each other's opinion. Consequently, we had to be transparent and honest about everything. This was a key concept for our group cohesion.

Interestingly, the Covid-19 situation changed our peer group meetings for the better. Beforehand it was quite hard to find time during which we were all available. However, with the Covid-19 situation we realized that video conferencing was actually the perfect way to work around our different schedules. We prepared the topics, feedbacks, and questions we had before the meetings for everything to go smoothly and time efficiently as we were all busy with other classes and with work. Whether we learned from each other because of our different colours, and so our differing behavioural preferences, or because we have become open and honest friends, remains an open question.

What we have definitely learned was how the members were thinking and communicating due to their personality types. Because we had this knowledge beforehand about each other, we knew how we needed to communicate with each other for our meetings to be productive. The opportunity to discover how people with different personalities think helped us to incorporate some of each other's way of thinking into our own.

Laura Arens: yellow, inspiring helper
Isabel Gütges: green, coordinating supporter
Lili Gabriella Tóth: blue, reforming observer



"The feedback helped me most by showing me where an outsider might have more questions concerning the background of my project, so I learned where I have to explain the project in more detail. Additionally, Lili and Isabel helped me stay realistic with the scope of the project." - Laura

"For me it was important to get feedback whether I was on the right track and whether my project purpose made sense. Also, when I was discussing my values, my peer group was helpful confirming that I knew myself and what I was representing. Laura and Isabel were like a "magic mirror", who helped me see myself more objectively and more positively." - Lili

"The feedback helped me to consider the perspective of people who were not familiar with my project and with its specific context (Ugandan culture) better. It helped me to become aware of important details I needed to incorporate in the description of my project to promote outsiders' understanding of the intention and choices I made." - Isabel

LAURA ARENS



"You have ambition.
Never apologise for that."

- Samantha Shannon

I applied to the Change Leaders Honours program because I strongly believed that it would provide me with necessary skills for a future leadership position. And while I am positive that important skills have been taught within the lessons, I realize now how much more the program has actually taught me.

Within the first quartile I was able to gather many new academic insights within the fields of change management and leadership, which were very helpful in understanding the processes behind managing change, as well as in understanding that there is really not one ideal guideline for being a great leader. I particularly enjoyed the lecture concerning emotional intelligence, because I think that it is of utmost importance to consider everyone's feelings when leading a group in order to make every member comfortable. Moreover, I found the lecture on intercultural communication very interesting, as I have already lived in several countries and made first-hand experiences in international work teams. Hence, it was nice to gather theoretical and conceptual background knowledge.

I found quartile two especially interesting, as I got to know my personal behavioural preferences through undergoing a personality test. It was mesmerizing to read the results of the test and to reflect on them. Even though I did not agree with all of the results of the test, I think it was a great way to get me thinking more deeply about my behaviour, the root of my behaviour and about the future change leader I am going to be.

Working with the other change leaders in the course, who all had their own behavioural preferences, has taught me that we are all going to be change leaders in our own way and that it is not just okay that we are different, but that it is good. Additionally, I think that the biggest take-out of the first two quartiles for me is that no one is born as a perfect leader, but that being an effective leader is a constant process because we learn and grow from our experiences every day.

One of the experiences that has shaped me was my project. I implemented a social media marketing workshop and, under all COVID-19 regulations, presented it to several employees of a German organization. Executing this workshop has shown me again how many people are involved when implementing change, and that organizing and communicating are key when undertaking a big change project. Concerning this, I think that the coaching sessions were really advantageous. I was able to discuss my decisions, steps, and worries with my coach which helped me to gain clarity and perspective. Additionally, the coaching sessions provided great support for managing the project alongside my thesis and my part-time employment. In this regard, my project helped me to strengthen my prioritization skills, as well as my communication and listening skills.

There is no way for me to describe the experiences I made through this program within just two short pages. But I think that it is best summarized by saying that beyond teaching me necessary leadership skills, the change leaders program made me grow as a person.

Source of inspiration:

Sinek, S. (2009). *Start with why: how great leaders inspire everyone to take action*. New York: Portfolio.

ISABEL GÜTGES



"Let him who would move
the world first move
himself."

- Socrates

The first two quartiles granted me with valuable insights about a diversity of topics regarding leadership and change management. The lectures of the first module taught me the theoretical knowledge about important organizational topics, such as different leadership styles, the organizational culture, and lean management. These lectures provided me with a theoretical knowledge-base of leadership and change management that was helpful for the more practical lessons in the following module. The experiential skill quartile involved trainings aiming at promoting professional and personal skills that are essential for a good leader. The sessions helped me to learn a lot about myself and gain self-insight through constant self-reflection. In addition, through the exchange and conversations, I was able to learn from a diverse group of people with different educational and cultural backgrounds.

Many girls and young women do not have access to sanitary products during their periods due to a lack of finances which leads to a high number of girls to miss school during their menstruation or even drop out (Mijro et al., 2018).

The aim of my project was to train teachers in Uganda in menstrual hygiene management by providing them with knowledge and skills of sanitary-pad production, use, and washing. Consequently, the teachers are able to teach their students about menstrual hygiene management and crucial skills in order for them to have constant access to menstrual sanitary products. By providing the teachers with the necessary skills, sustainable independence can be promoted and a more and more girls can continuously be reached out in the future. While executing the project I was reminded of the importance of intercultural communication that we had learned in the second quartile. The prior knowledge that I had about the culture facilitated the smooth procedure of the workshop.

The coaching program was really helpful for gaining a clearer and structured picture about myself and my personal development. The coaching sessions did not only affect my change project but granted me with personal self-insight that was very helpful for my development as a person in multiple different contexts. In my eyes, the personal coaching sessions were a highlight of the honours program. It was a great experience to work one-on-one with a professional coach since it granted me with the opportunity to work on the skills and part of my development that is personally relevant for me. Thus, it helped me to learn a lot about myself and promoted self-insights that are crucial for my future professional and personal development.

I entered the honours program hoping to learn about change management and leadership and to gain more insights about myself and my future career and I can say that these expectations were fulfilled. The honours program made me more confident that I am on the right track with my career choices.

Through the program I learned skills and knowledge related to change management and leadership. However, the most important lessons that I learned were the insights that I gained about myself through self-reflecting and the work with an inspiring coach. The lesson that I learned for myself was that it is important to set the bar high and strive for the best but not to forget to allow myself to make mistakes during the process.

Source of Inspiration:

After finishing this course, I recommend the book "Never Split the Difference: negotiating as if your life depended on it." written by Voss, C. (2016). This book explains how life contains a variety of negotiations whether buying a car, getting a better raise, or deliberating with your partner. It's a riveting story including instantly actionable advice—not only for high-stakes negotiations, but also for handling everyday conflicts at home and work.

LILI GABRIELLA TÓTH



"All that we see or seem
Is but a dream within a
dream."

- Edgar Allan Poe

I applied to the Change Leaders Honors program because I wanted to broaden my knowledge and leadership skills. I thought that it would be a great complementary course as I was specializing in Organizational Communication and Reputation within the Communication Science major, where we also learnt a little bit about leadership. Consequently, I already had some background knowledge within the field, and I thought that this would be the perfect way to gain more insights. It was really helpful and useful that on each week we had guest lecturers who were experts in a particular field and who explained more about the practical side of leadership. Personally, for me the second quartile was the most fun and the most useful, as the focus was on skills, on practice, and we had the chance to do an in-depth personality test. The results of the personality test helped me to see what my strengths and weaknesses were. More importantly, when I read through the results for the first time, I was shocked how accurate they were. Seeing everything written down about my personality opened up my eyes since our personality is something that people generally do not think about, we just act certain ways. In this way, I was able to think through and analyze how I acted in certain situations, and I knew what I had to change in the future.

In the last quartile, we had to carry out a change project. The goal was to apply the knowledge and skills we learnt in the previous two quartiles to become a 'change leader', and to work on our personal development goals. However, the COVID-19 situation made this process a little bit difficult as we had to do the project in an online setting. At first, it was quite difficult for me to think about a project I wanted to do. However, thanks to my Coach and to the professors, I was able to come up with a project plan that I truly cared about. I decided to give a presentation about how the environment was affected by the COVID-19 situation. I genuinely care about our environment, sustainability, and this was a topic that I knew I would like to talk about in a presentation. The core message was to try looking at life and things more positively, and to have a broader mindset as people tend to focus on their own problems too much, while there are more serious problems happening in the world. Some sources that were useful for my theoretical reasoning were the article by Widiyanto and Wilderom (2019), which discussed the relationships between leader's and follower's use of emotions and job performance; and the article by Fredrickson (2013), who discussed the broaden-and-build theory of positive emotions. Furthermore, I found the personal coaching sessions extremely helpful for my personal development goals. In each session, my Coach asked me what I would like to work on. I brought up various weaknesses that I wanted to talk through, and these sessions helped me to think about the origin of these weaknesses, how could I develop them and turn them into my strengths.

Lastly, this program had the biggest impact on the way I was thinking. Now, I look at things from a different perspective: from a more professional and academic perspective. And I love it! I love that I was able to develop my critical thinking skills and my personal development goals. Now I have a clearer picture on what makes a good leader, what values are important, and how to apply the skills I have learnt throughout this course to become a future change leader.

Source of inspiration:

Tyrnauer, M., Reeser, C., Van Garsse, J., Hammond, R., Carchman, J. (Producers), & Tyrnauer, M. (Director). (2016). *Citizen Jane: Battle for the City* [Motion picture]. United States of America: Altimeter Films.



ANUBRATA BHOWMICK | SMRITHI MENON | ASHISH SINGHAL

The Insights Discovery helped us to gain extensive insights into how we think and approach daily activities. In the pre-COVID phase, we used to meet at Educafe for our views on our projects and how we should progress with it. We three individually being a motivating director, inspirer, and calm-observer, helped us to bring our different perspectives about various topics on the table. Right from the beginning, we had a common understanding which helped us in being on the same page. In the COVID phase, we had to resort to Microsoft Teams for meetings and it was a bit harder at first because obviously meeting in person has its own charm and efficiency. Nevertheless, we moved out of our comfort zone (something which we learned extensively in this Change Leaders program) and began to work on our Change projects and the next thing we realize is meeting over"Microsoft teams and collaborating with each other virtually has become our biweekly dose of refreshment and fun. With each other's valuable opinions we were able to refine our projects in ways that would have been a little challenging individually. We provided each other with our feedback related to the drawbacks and issues we had. Since we knew each other since the beginning of the academic year, it helped us in building trust amongst ourselves. Change Honors made us more open towards each other as it provided the platform and the need to collaborate more by giving critical feedback. All in all, we feel this activity has helped us to change for the better which was the ultimate goal of this program

Anubrata Bhowmick: red, motivating director
Smrithi Menon: yellow, motivating inspirer
Ashish Singhal: green, calm observer

ANUBRATA BHOWMICK



"Become so good that your mentor becomes your rival."

- Anubrata Bhowmick

A personal learning curve for me has been immense during the entire Change Leaders curriculum and it has taught me a lot on the people-front, making me realize that it's not only the ambitions and the goals that make us a good leader, but also the empathy and the way we perceive ourselves and the people around us. Through the insights discovery workshop, I realized what I've always known that I am headstrong about goals and would do absolutely anything to achieve them, but through the entire program, I learnt more about the perspective of a leader and how it's not only about goals and achievements, but also about being empathic and people-front.

My Change Leader project was creating a business plan for my startup "**TraviPackr**", which is an app based travel itinerary planning for backpackers and travel enthusiasts, who love to plan impromptu trips without much hassle. This project encouraged me to dive head first into the entrepreneurial lifestyle, with having to manage all aspects of a new business from **marketing** to **technical development** and **team management**.

I learnt about effective marketing, presentation and communication with people from all over the world. I also learnt how to manage a multicultural team in an effective and efficient manner. I learnt about finance and time management, having to manage courses for my masters and making an efficient business plan and a go-to-market strategy for the startup. COVID-19 did set our launch date back a few months, because of all the uncertainties around the travelling community and also the availability of teams as most of the people are working from home, and it makes it tougher for them to dedicate themselves for extra projects. The theories that are most applicable to me in carrying out this project are "**Presenting Yourself Effectively**" and "**Cross-cultural management skills**".

The coaching program has been a breath of fresh air for me as it helped me see me in a way that I've never seen before. I've often been excited and nervous about presentations and talking to unknown people, making me under confident in certain situations. However, my coach helped me get over those feelings with his widespread experience from these coaching sessions and helped me become a better and a more confident person than who I was when I started the program.

The Change Leaders program has played a vital role in my overall personal development as a leader and a confident person overall. It has allowed me to understand the importance of empathy and how it can be used in leadership, and I will be taking these lessons with me, applying them in work situations, and becoming a leader of the future, either in a corporate setting or the founder of my own company(fingers crossed).

My take on Change Leadership and Management course is that this course definitely adds value to your life, changing your views on aspects of leadership, conversations and management and it's a welcome change from the huge volumes of load delivered by the university in the form of courses and I would recommend people to do this program, and watch yourself change for the better.

Source of Inspiration:

1. Lakhiani, V. (2019). *The code of the extraordinary mind: 10 unconventional laws to redefine your life and succeed on your own terms.* (Reprint ed.). Rodale Books.
2. Dweck, C. (2017). *Mindset - Updated Edition: Changing the way you think to fulfil your potential.* Robinson. (6th ed.).
3. Gladwell, M. (2002). *The tipping point: How little things can make a big difference.* Boston: Back Bay Books.
4. Hollins, P. (2018). *Finish What You Start.* Van Haren Publishing.

SMRITHI MENON



"Better an oops than a what if."

- Beau Taplin

Change Leaders Masters Honours programme has been a really valuable programme for me. The first two quartiles of the programme changed my perspective towards leadership by giving me insights into change management and leadership. Through different classroom exercises and guest lectures we dived into the tiniest yet important details of leadership which otherwise would have gone unnoticed by me.

We worked with our peer groups in order to understand what role human emotions play in leadership. I was in a peer group with people who are completely different than me yet we all, with healthy and extensive discussions on various topics always managed to get on same page and deliver our group papers, which proves this programme has subtly taught us how to survive thrive and lead in a world full of opinions without losing your grounds and modesty.

One of the interesting sessions in this program was Insights Discovery Workshop which gave us insights about what our personality means and stands for. The fact there are different leadership styles for all kind of personalities which were present in that room and the way we were taught about these styles was intriguing.

Our Final Change Project in a nutshell was all about easing the dilemma in people's head by answering their questions related to productivity, leadership styles, decision making and a lot more, especially when we all are in this unprecedented times, working from homes, still trying to meet those deadlines. We collected various questions from students, professors, interns and other working professional in order to understand what and how they feel about this "new normal" and if they seek guidance in order to move forward. We found answers to these questions by getting an expert onboard who answered all these questions with his years of experience and wisdom in the field of leadership. I hope and I Believe a single video of this interview would have changed perspectives of a lot of people who were looking for answers in these hard times.

Last but not the least, Honours program introduced me to some of the best students of the university who came from different cultures, different Master's program and gave me a chance to work and learn with them. I would like to thank Celeste Wilderom, Desirée van Dun, Lara Carminati, and my Coach Karin Lammers for being great mentors and introducing us to this amazing program. This Program will definitely be counted as one of the best experiences during my time at University of Twente.

"Dream, Change, Inspire and Lead!!!"

Source of inspiration:

1. NDTV. (2017). *Priyanka Chopra on breaking the glass ceiling*. [Video file]. Available from https://www.youtube.com/watch?v=jW_wdlhDQZ4
2. Ajayi, L. (2018). *Get comfortable with being uncomfortable*. TED. [Video file]. Available from <https://www.youtube.com/watch?v=QijH4UAqGD8>
3. Sharma, R. (2018). *The 5 am Club: Own your morning. Elevate your life*. HarperCollins Publishers.

ASHISH SINGHAL



"You know sometimes all you need is twenty seconds of insane courage. Just literally twenty seconds of just embarrassing bravery. And I promise you, something great will come out of it."

- We Bought a Zoo

Change Leaders Honors program has been a great experience for me. I used to wait for Honors classes every week. Honors programs have provided a different perspective to approach a problem. Guest lecturers were used to share their insight and experiences of their change programs in different organizations and that showed how many different problems can come in the way and how a "to be leader" should be prepared to tackle them. Out of such many classes which ran for almost two quarters, I enjoyed "Insight Discovery Workshop" immensely. I realized many things about myself after the workshop, which I was just aware of unconsciously. The one immense change I experienced within me is the way I approach a problem now. I have started approaching every task or problem in a way a leader would approach it, which I think is the very first step to becoming a leader.

My Honors' final project is about taking the interviews of people from different domains and positions in the organizations who are excelling in their field and put forward audience's questions related to a certain topic. The whole idea of this project is to help people who are struggling or confused or need help of any kind by asking for the suggestions directly from the experienced and excelled people. In today's time, there is a lot of uncertainty and confusion almost about everything and we find people stuck in their life due to this. I wanted to change this, by showing such people stuck in tunnels with some kind of light to get them out of it. The last quarter has been very hectic with so many tasks that need to be done and that is where my coach David helped me sail through it. He helped me in knowing myself more and in a much better way. He was there to help me every week, where in each meeting we discussed the past week and problems I faced. I experienced different kinds of problems each week, many times problems repeated, and he was there to help me patiently. Well, after the coaching, I have developed some habits and behaviours which are definitely going to help me and all thanks goes to him.

Source of Inspiration:

1. Robbins, M. (2011). *How to stop screwing yourself over*. TedxSF. [Video file]. Available from <https://www.youtube.com/watch?v=Lp7E973zozc>
2. Duneier, S. (2017). *How to achieve your most ambitious goals*. TEDxTucson. [Video file]. Available from <https://www.youtube.com/watch?v=TQMbvJNRpLE>
3. Göke, N. (2019). *You're not lazy, bored, or unmotivated*. Retrieved from <https://forge.medium.com/youre-not-lazy-bored-or-unmotivated-35891b1f3376>

ROBERTO RAFAEL GARCIA-ESCALLON | LIEKE HAMELERS | MARA MOOIJ | EGOR TAMARIN

Our group was able to collaborate and support each other throughout the execution of the projects. By offering advice, and a listening ear to each other we were able to improve each other's projects. We did not use a standard format for our meetings. At the beginning of each meeting we discussed what we wanted to address so that everyone could speak their mind and ask questions in an informal way. We had several meetings during the honours course to discuss and brainstorm. Throughout the year, the setting of the meetings gradually changed from inspirational sessions to feedback sessions. The further we got into the programme, the more defined our change projects became. We were able to support each other by generating ideas and fine tuning the plans.

The influence of the peer group was subtle on each other's change projects. As everyone had solid ideas, the peer group mainly facilitated giving feedback, tweaking the details of the projects, and asking for clarification. We agreed together that the group would always be there if someone wanted to ask for feedback and we had two set meetings for updates. Covid changed our situation as a peer group a bit. The meetings became online and we did not see each other in person anymore. However, as everyone's calendar opened up, it was easier to plan meetings with each other and the online meetings challenged our digital skills. However, the changes needed due to Covid were most apparent within our change projects. Most members had envisioned projects that would take place in person, on campus. This required some creativity and flexibility to come up with new ideas. In the end, everyone succeeded. The group had a nice blend of colours and roles. Most colours were represented and this was also apparent when working together. The mixture of colours guaranteed that everyone felt responsible for different tasks in the group.

This distribution made the teamwork go smoothly. However, it was also very educational to see how the other members would handle a situation from their perspective. This could be completely different from how you yourself would handle the situation and could give some food for thought. We think that the blend of colours within our group contributed to the understanding of team members, and being better change leaders.



Egor Tamarin: blue, reforming observer
Roberto Garcia: green, accommodating supporter
Lieke Hamelers: red, reforming director
Mara Mooij: green, helping supporter

ROBERTO RAFAEL GARCIA-ESCALLON



"Be the change you want to see in the world."

- Mahatma Gandhi

Throughout the lectures the subjects we were able to explore were always interesting. Across all the subjects explored, the most interesting to me were the ones focusing on the effectiveness of emotional intelligence. The main example is the measurable effects of effective projection of emotions, e.g. the duration of meetings (van Dun and Wilderom, 2019). This theme of human-centered aspects was repeated across the lectures, personally I already knew that the human aspects were one of the most important in every IT project I have been involved with. The confirmation of my intuition with empirical research was welcome, and reignited my own interest on improving in this area.

The goal of the personal change project was to introduce a change to the way people in the world plan their trips and travels. Today, would-be travelers have to explore multitude online sources to look for possible destinations, flights, and lodging and at the same time keep possible combinations at hand. This effort gets increasingly difficult when it involves multiple people. Thus the change project is the elaboration of a business plan for an organization able to provide a solution to these would-be travelers.

As this project was in its majority a virtual endeavor it was not impacted by the COVID-19 as much as other projects were. However, the pandemic did eliminate the possibility of accessing the resources setup by the university for such projects. Specifically the services provided by the Novel-T, which would be useful for validating and refining the project.

Throughout the last segment of the Programme I had the opportunity to participate in coaching sessions, where I was able to explore on my limitations as a future change leader. The main focus on these sessions was my integration into the dutch working culture, which is quite different from the Colombian one, and as such my own readings of body language cues suffered. A finding during these sessions was that I was reading the neutral body language of my dutch coworkers the same way I would read negative cues from a Colombian coworker.

The biggest impact this programme had on my line of thought was the sheer importance of the humans involved in a change project, which is key in these times of constant change. By being aware of this, and of the taxonomy of behavior we were shown through the insights model, I'm better positioned to be a change agent.

Through this programme I was able to learn, if only a little bit, of the interesting research subjects in the field. And I was also able to perceive the disconnect between the practice of organizations attempting to change and the different studies and findings we encountered throughout the programme. Which begs to question why that is, is it that the organisations have no knowledge of the findings researchers achieve, or is it that the findings are in a structure that is useless (or unusable) to them. Regardless of which it is, I will attempt to bring the awareness of these subjects into the organisations I'm a part of.

Source of inspiration:

DeChurch, L. A., & Mathieu, J. E. (2008). Thinking in terms of multiteam systems. *In Team Effectiveness in Complex Organizations: Cross-Disciplinary Perspectives and Approaches* (pp. 267–292). <https://doi.org/10.4324/9780203889312>

LIEKE HAMELERS



"Empathie lijkt een luxe die ze zich niet kan permitteren."

- Griet Op de Beeck

Getting to know myself better would be the unique selling point for the honours programme from me. I feel like I have gotten to know myself even better through the course of the 8 months of the honours programme. This journey started in the first quartile by gaining knowledge of leadership. One of the key lessons that stayed with me was to account for emotional intelligence and how to become a transformative leader.

As the first quartile focussed mainly on organizational change, the second quartile focussed more on personal leadership and me. The insights discovery test enabled me to investigate my personal leadership skills and to be able to determine my goals. In this module, we formed a peer group of others with whom you could share thoughts and opinions. Our peer group was able to reflect on each other and help the others by formulating our goals. The training has helped me to find my values and determine where I want to go from there.

I was able to use my knowledge and experience to formulate my personal development plan. Together with my coach, I have worked on being more inspirational. Through regular meetings and a lot of practice I have been able to progress in my discussion skills. One of the first steps of inspirational leadership on which I wanted to work. I found that the coaching was very valuable. My coach helped me to reflect on my behaviour and emotions and helped me develop my skills.

The change project was a great way of showing what I have learned over the course of the honours programme. Mara and I have organized a symposium about the different roles in climate change. Within this project, we were able to incorporate our personal development goals. I was the so-called chief inspiration and Mara was able to make the decisions. The symposium was a great success and we were both challenged to work on our goals. I was able to give a presentation on personal action to take to combat climate change and how to inspire others. This was received very well.

COVID did change the course of the last module quite a bit for me. Our symposium had to be online instead of real life. This altered the content as well. As it is known that online can be more tiring, we shortened the symposium. Furthermore, interactivity was harder to achieve and so we skipped this part. As COVID-19 changed our situation a bit, it was a nice challenge to daily life.

Within the honours programme, I have mainly learned to reflect on myself and my actions. To get my values aligned with my goals again and to act on this. I am currently in a position where I know what I want from life and where to start working on. I am grateful for the honours programme to have given me this opportunity. One source that I found during the programme was the book called "Start with the Why" by Simon Sinek. I would recommend this to others as it describes a great method of inspiration. The ted talk sums up the core of the book and is freely available (Sinek, 2009). It is a great way to kickstart your own journey toward inspirational leadership!

Source of inspiration:

Sinek, S. (2009). *How great leaders inspire action*. TED Talks. https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

MARA MOOIJ



"Don't just aspire. Aspire to make a difference."

- Danny Johannes Masseling

During the lectures of the cognitive part of Change Leaders we explored the fields of change and leadership, increasing my knowledge and understanding on these topics. It was very interesting to learn about different styles of leadership, values and behaviours, and emotional intelligence. It is important to be aware of your behavioural preference to identify what leadership style suits you. At the same time, you should be aware of the situation to determine what leadership style fits the situation in order to be an effective leader and establish positive change.

The skills part had a more interactive character in which we could put theory to practice. The lecture on appreciative inquiry remains with me the most. First, we had to find a fellow student and ask each other three questions. The aim was to discover through these questions what quality or capability the other was proud of. After this question round, we had to make groups of six people and tell the other group members what the other had just told you. I think this is valuable, as the other tells your story differently than you do. In my experience, students shared the stories of others more proudly than their own stories.

The build-up provided a safe environment that facilitated honesty and vulnerability. Since you only had to talk to one person at first, it was easier to open up. The stories told were very diverse and we all got to experience the effectiveness of this practice. This assignment showed that people should acknowledge their achievements, big or small, more often because they deserve it.

The last part consisted of the project execution and coaching sessions. My Change Project was an online symposium about climate change. I organised the event together with Lieke Hamelers. The goal was to spread knowledge, create awareness and inspire to act. During the symposium we discussed which role one can play in the shift towards a more sustainable world. Lieke and I, the guest speakers and the participants explored this issue from a governmental, business, and individual perspective. Despite the online setting, I think we managed to bring people together and achieve our goals.

In the meantime, I worked on the three goals that I wrote down in my personal development plan: being confident about my capabilities, being able to make decisions and being able to negotiate. The perfect means to apply these goals to was my graduation assignment, which started simultaneously with the coaching part. During the sessions with my coach, we reflected on my goals and the progress that I made, which always led me to new and interesting insights.

As an academic student I always tend to approach everything in life in a scientific way. However, I experience and firmly believe that intuition and gut feeling are essential in everyday life as well. Instead of deciding between these two, I try to find a balance. I would like to recommend the Ted Talk from Ruth Chang on decision making as she explains that a simple scientific approach is not always possible (Chang, 2014). I learned from Mel Robbins that you should use your brains to do the math, but in the end, you should make decisions with your heart and soul. The decision test consists of asking yourself: *Does the decision I am about to make: expand me, expand my future, expand the possibilities of my life?* (Robbins, 2017).

The Honours Programme is a great way of working on your personal development. For me, personal development has always been a big part of my life as I think it is fun, interesting, and valuable. Change Leaders contributed as I got to learn a lot from the lecturers, my coach, and my own progress. I am glad that I participated as I believe it did expand me, my future, and my possibilities in life.

Source of inspiration:

- 1.Chang, R. (2014). *How to make hard choices*. [Video file]. Available from https://www.ted.com/talks/ruth_chang_how_to_make_hard_choices
- 2.Robbins, M. (2017). *How to know if you're making the right decision*. [Video file]. Available from <https://www.youtube.com/watch?v=cjV6QJjOiZI>

EGOR TAMARIN



"The first principle is that you must not fool yourself and you are the easiest person to fool."

- Richard Feynman

I joined the Change Leaders track because I wanted to improve my soft skills and do something different from my engineering studies. Since a big focus of the track was on leadership and management, I also felt that it would be a valuable experience, especially for my future career.

The lectures were really insightful, especially the ones focusing on organizational culture and cultural differences. This is something that is not immediately apparent in everyday life and can lead to misunderstandings, both large and small. In practice, this means that things are not always what they seem, and one must take time to understand the nuances of different cultures, especially in today's globalized world.

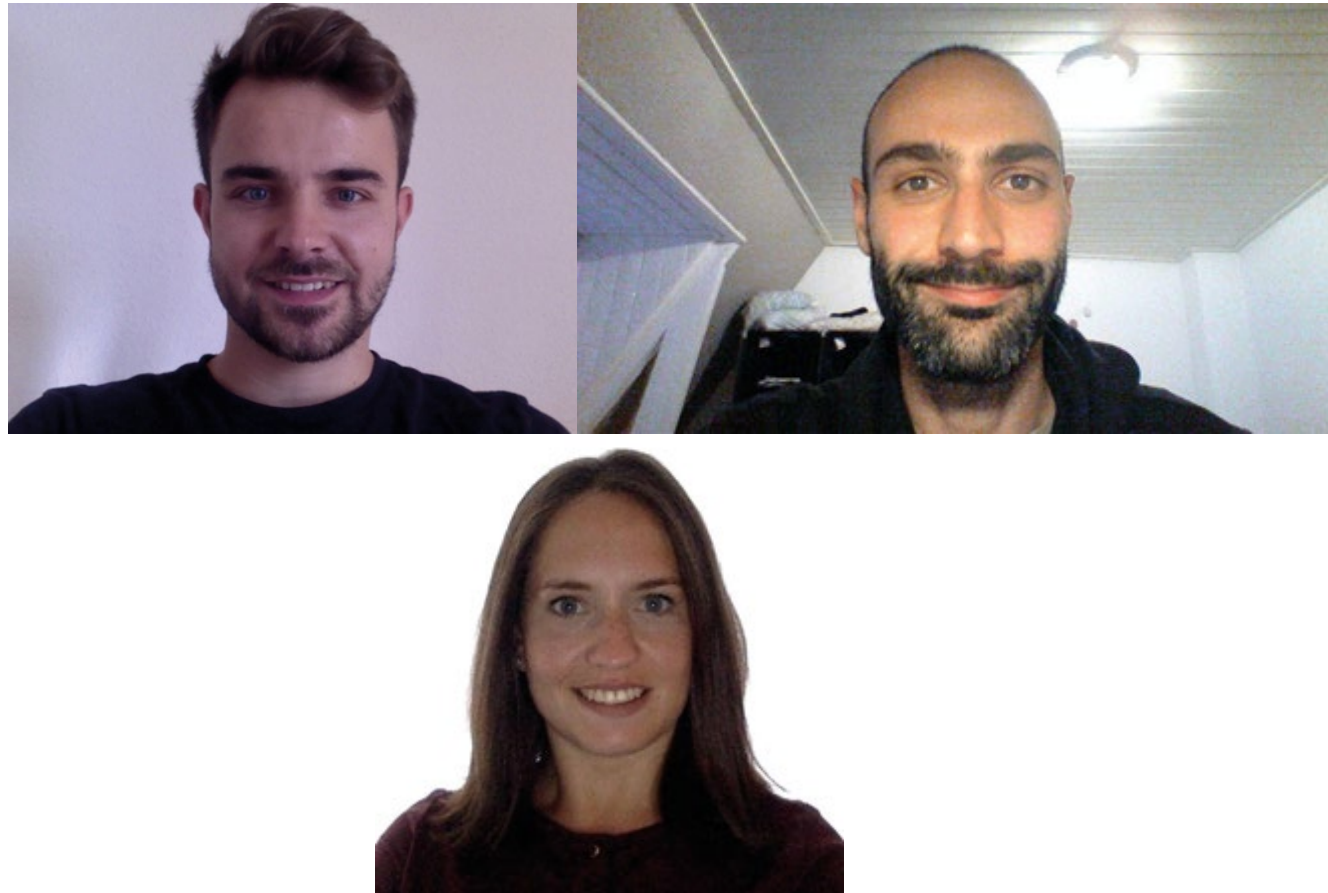
These topics kept coming up not only during the lectures but also during the execution of my Change Project: helping to organize an online hackathon inspired by the call for solutions for the challenges that the COVID-19 pandemic brought. The hackathon was a global event, so each organizer and volunteer had to interact with colleagues from all over the world. Lessons that I learned about cross-cultural communication have been a great help here: I found myself being more perceptive in that regard. The project itself was also a great source of inspiration: seeing people from all over the world collaborate and work towards the same goal was refreshing, especially in these interesting times.

A part of the track that I enjoyed the most, however, was personal coaching. These personal conversations helped me not only structure my project better but also gave me an opportunity for self-reflection, which I found to be especially valuable. Looking back, I can definitely say that this kind of support has a lot of potential to be widely implemented in the industry and highlights the human need for mutual discussion and support.

Overall, I am happy with my choice of the track: I have broadened my worldview and acquired useful communication skills. The difficulties are not over yet: I would like to implement this knowledge to be used on personal and professional levels - however, it is the challenges we face that make our lives interesting and exciting, and I am looking forward to tackling what's to come.

Source of inspiration:

Meyer, E. (2014). *The culture map: breaking through the invisible boundaries of global business*. First edition. New York: PublicAffairs.



Juliane Schmidt

The Insights Discovery Report exposed that I am a combination of colours blue, observer and red representing a motivating director.

Ioannis Linardos

The Insights Discovery revealed that I am a motivating director with dominant colours red and yellow.

Steffen Hillmer

The Insights Discovery Report exposed that I am a motivating director with dominant colours red and yellow.

STEFFEN HILLMER | IOANNIS LINARDOS | JULIANE SCHMIDT

The Discovery Insights helped us as a peer group to better understand our own style, strengths and the value we bring to the team, but also how we can interact with each other. Having different perspectives and views on things helped us to develop in new and different directions. Diverse roles within the peer group allowed us to be effective and efficient based on the ambition to have respectful, productive and positive (working) relationships. As more we knew about each other and the preferred style to behave, formal interactions can really become cooperative teamwork.

The coronavirus pandemic expectedly moved our meetings online. This removed the casual element of the meetings; we could not have a chat before and after, much to the dislike of the yellow personality types. However, it made them more focused and structured, more efficient, something that satisfied the task-oriented red and blue personalities.

When executing a change project, all prospective change leaders know that there are some aspects with which they are satisfied and some others which they could have done better. However, there are some areas in which we fail and, most importantly, we fail to recognize that we failed; the so-called blindspots. It is for this reason that we need our peers to provide us with their unique outside perspective.

Specifically, we all had some difficulties with measuring the change outcome of the projects. With the help of our peers, we brainstormed different possibilities, such as using standardized scales from the literature in questionnaires or using focus groups. The technical background of one peer member limited his perception of what could be considered a valid measurement but this was complemented by the social science background of other members.

STEFFEN HILLMER



"Attitude is the little thing that makes a big difference."

- Winston Churchill

My original inspiration to participate in the Honours program was to gain a better understanding of Leadership and Change through theoretical background information and practical insights from this course. I always believed that leadership was an important aspect of any organization and that it would be beneficial to become more familiar with techniques that would enable me to become a leader myself in the future.

The combination of this course and my Master's degree in International Management has proven to be very insightful. Due to the main focus on the hard skills throughout the Master's program, this Honours program gave me a different opportunity to work on my goals as a person. With regards to the development of soft skills, my personal coach has proven to be very helpful. During weekly feedback sessions on my personal development plan, he helped me focus on my personal goals and provided helpful guidance during the execution of my individual project.

My individual project revolved around the presentation skills in online environment. Originally, my focus was on presentation skills in general. However, due to the current Corona situation, many meetings had to be moved to an online environment. Consequently, my individual project focused on the challenges, as well as opportunities that the online environment would entail and could help other students adapt and improve their remote presentation skills.

In conclusion, the Honour's program gave me the opportunity to develop further as a person and learn from many different experts during lectures. Furthermore, having worked with other student leaders from various different educational backgrounds and being able to discuss with them has been very inspiring.

Source of inspiration:

Anderson, C., & Duarte, N. (2013). How to give a killer presentation. *Harvard Business Review*, 91(6), 121-125.

IOANNIS LINARDOS



"The impediment to action advances action. What stands in the way becomes the way."

- Marcus Aurelius,
Meditations

For me, leadership means responsibility. It means claiming ownership of a situation even when it is not your fault - especially when it is not your fault. During the last months, the world has been in the grip of a pandemic, a situation that has put everyone's plans on hold or even canceled them altogether. During this time, I have been guilty of abdicating my responsibilities, blaming my failures and procrastination on the virus and the lockdown. However, at some point, I realized that even though the situation is not my fault, it is my responsibility to respond to it and do the best I can.

My change project has been to lead the improvisation theatre association Pro Deo, in which I am the secretary, during the pandemic. This meant organizing online or real-life rehearsals while following the new rules and regulations. Improvisation theatre is a very physical activity that normally requires actors to be at the same location. The social distancing measures were standing in the way of this. However, along with my fellow board members and our directors, we managed to make social distancing part of the game. We experimented with online improvisation and used the 1.5-meter distance rule as part of the scenes in the real-life rehearsals. The impediment to our actions advanced our actions, as the Roman emperor Marcus Aurelius suggested around 2000 years ago.

Change Leaders is a unique programme, combining academic studying of change management and leadership with practical skills training, culminating in our implementation of a change project. This seems to be distant from my main academic studies, which is Applied Mathematics with specialization in Data Science. But the way I see it, it is not. Applied Mathematics is not about numbers, it is about employing numbers in the service of people, about facilitating the change of what needs to be changed and the preservation of what needs to be preserved, using mathematical tools. This programme helps to bridge this apparent gap between numbers and people. One of the best examples of combining mathematics and change management was given by one of the lecturers in the programme, professor Erwin Hans, who applies mathematical tools to optimize healthcare processes (Hans, 2015).

The programme helped us develop many practical skills that are useful to everyone. As an expat, I found the study of intercultural communication particularly interesting because I learnt to recognize how cultural differences may lead to misunderstandings and how to avoid them. Negotiation is another skill that I would not have thought about developing if it was not for Change Leaders, although it may make a huge difference in my career development. Nonetheless, the most important revelation of the programme came through the Insights Discovery test. The results varied some elements of my personality of which I was already aware but also, most crucially, it revealed some blind-spots. The combination of the test with the theoretical literature on leadership, especially the enlightening article "Leadership That Gets Results" (Goleman, 2000), helped me recognize my dominant leadership style as well as set goals about where I want to develop.

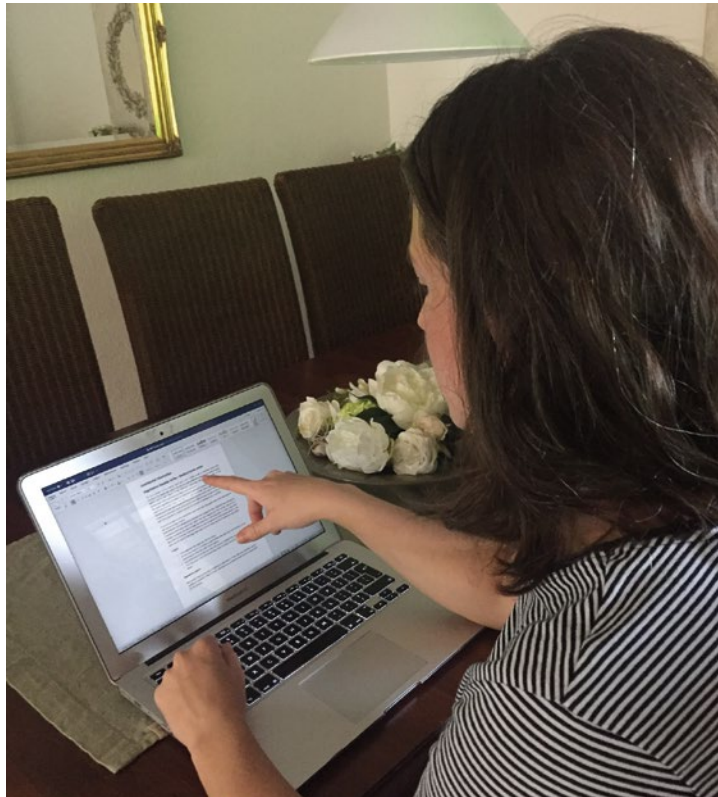
My main realization was how my lack of patience and perfectionism prevented me from cooperating effectively in groups. After accepting the existence of the problem, I started seeing its manifestations in numerous cases and I openly discussed it with some university project groups. With the help of my assigned coach, I tried to improve myself and become a better team player. My change project was particularly suited for this because it was essentially a group project, something on which I worked with my fellow Pro Deo board members in an environment of shared leadership.

The most important change that the programme created in me was a change in mindset. I realized that we can always improve and we can always and things that require improvement. And this never stops, it is the work of a lifetime.

Source of inspiration:

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

JULIANE SCHMIDT



"Negotiation and discussion are the greatest weapons we have for promoting peace and development."

- Nelson Mandela

I joined the honours course with great enthusiasm and the believe to further strengthen my skills related to leadership and change. I gained valuable insights into which approaches and techniques work best to achieve improvements and adapt to different situations. The best aspect about the change leader program for me is the variety of different students from diverse master programmes and backgrounds. Especially the group discussions and practical workshops guided me to become a better, successful leader. Throughout the second part of the honours programme, I was supported by a personal coach to work on my personal development goals, in order to grow further in my daily life as well as my professional career. We had very practical sessions, which included the use of various models and discussions of theory which helped me to analyze different steps to take in order to reach my goals.

She furthermore provided me with feedback regarding my change project, which helped me to improve the ideas had in mind and to focus on what is most valuable for me.

For my project, I was planning to have a face-to-face negotiation workshop, but due to the COVID-19 crisis I had to change and adapt my idea according to the circumstances. But as a change leader you learn to quickly adapt and amend. Hence, I organized an online workshop and negotiation in order to still follow my initial goal to strengthen participants communication and interaction skills.

The impact the honours program had on me and my future is that I can better cope with change and new situations. I learnt to be more flexible and adapt by taking initiative and reflecting on different situations and what steps I can take in order to achieve what is most important to me. Summarized, the Change Leaders Honours Programme offered me the opportunity to grown as a person from inspiring lectures, eye-opening discussions but mostly from the interaction with the other Change Leaders. Working together with people from different cultures was very inspiring and added a lot of new knowledge to my experience. The most valuable source of inspiration during the Change Leaders Honours Programme and my project execution was the book *Never Split the Differences* by Chris Voss, which I highly recommend to read in order to become a better negotiator.

Source of inspiration:

Voss, C., & Raz, T. (2016). *Never split the difference: Negotiating as if your life depended on it*.

**SONU RANJIT JACOB | SHANA KIFLEI |
ANDREI NAGAEV | KIM VAN DER TAK**

In our group, we have almost the entire spectrum of primary colours regarding the Discovery Insights test. The main thing that we noticed is that in each of us there is a combination of colours and therefore, we are not one-sided. Thus, knowing each other's colours helped us learn about each other's main strengths and helped improve our communication skills as each of us has a different style of working.

We usually met during lunchtimes on weekdays as all of us had busy schedules, but these meetings gave us something to look forward to during a busy week. The meetings were always held at the house of one of our group members with lunch (☺) prepared by the host of the week. We discussed everything under the sun, from the lectures and the exercises we had as part of the Honours programme to what surprised us the most about our Discovery Insights results to our daily struggles and triumphs in our coursework or lives. Discussing the topics of the lectures was particularly interesting as each one of us comes from a different culture and upbringing and hence had extremely contrasting outlooks and methods of working, broadening our perspectives on things we had never really thought about. Furthermore, at the start of the change project, as peer groups are perfect for discussing each other's ideas and giving feedback on whatever plans we have, we discussed everyone's ideas and helped each other with the development of a project when necessary. When sitting together with some drinks and pizza, these sessions really helped in getting further with our projects. It also really struck us how diverse all the change projects are! They are for example ranging from writing a blog on machine learning by Sonu to raising awareness on digital skills by Shana. Due to the COVID-19 pandemic, we had to stop meeting up in person so we met online on Zoom or Whereby, in a more flexible way. With Andrei's good vibes we always managed to keep up a positive and fun atmosphere, updating each other about our lives, with Kim keeping track of the goal of the meeting.

Even though meeting online from home was convenient and made it possible to connect even though Sonu was on the other side of the world, meeting in person was more personal and allowed us to get to know each other better every time. As meetings progressed, they became more of a personal nature seeming more like a hangout with friends, and we are sure we will keep in touch in the years to come!



Shana Kiflei: green, inspiring helper
Andrei Nagaev: yellow, motivating inspirer
Sonu Ranjit Jacob: green, coordinating supporter
Kim van der Tak: red, motivating director

SONU RANJIT JACOB



"Everything you want is just outside your comfort zone."

- Robert G Allen

The Master Honours Change Leaders track appealed to me as I saw an opportunity to develop myself on the personal front at the University of Twente and I must say it has been a successful attempt. The first quartile mainly consisted of sessions focused on specific issues and their solutions in the business world. These sessions also enabled me to meet a bunch of extremely wonderful people from diverse backgrounds and different studies. Participating in these sessions not only made me more informed on various issues ranging from intercultural differences at the workplace to the impact of organizational culture in the success of a company, but also encouraged me to speak up more, be more confident and share my ideas and questions with my peers which broadened my perspective. The second quartile was equally rewarding when I obtained a personality report specific to me listing my strengths, weaknesses and triggers. Armed with this knowledge, I was able to play to my strengths and identify when I was letting my weaknesses get the best of me and change myself little by little.

Initially, for my Change Project I had decided to take classes on machine learning for students who were not familiar with the topic but were interested in learning it as I believe Machine Learning will pervade every industry and will be a valuable skill to have in the job market in the coming years. However due to the COVID-19 crisis, I modified my project a bit and converted it to an online blog. This also allowed for flexibility as I was able to reach a lot more people than I had initially planned for. This project played to my strengths of having strong technical knowledge in the machine learning field while giving me the opportunity to get out of my comfort zone, reach out to numerous people other than my target audience to get critical feedback and adapt and improve my style of sharing my knowledge accordingly. My coach, Cornelis ten Napel was a huge help during this project. I had planned out for a series of blogs and due to a heavy course load, I initially had a hard time sticking to my deadlines. Speaking with him gave me insights on how to beat procrastination and manage my work efficiently and successfully complete my Change Leaders project.

There were many important takeaways for me from this programme. One, that everyone is a leader in their own right, they all just have different leadership styles. It is up to us to take the initiative and capitalize on our strengths to be an effective leader as it is only through experience that we gain the skills to be a good leader. Two, the most important qualities for a leader is effective communication skills, an amiable personality and the ability to quickly adapt to any situation and the knowledge that examples speak far louder than advice. While such a feat is easier said than done, it is a game changer and I would like to recommend the book 'Never Split The Differences' to anyone seeking to improve their communication skills which I believe plays an enormous role in being an effective leader. And last but not least, being a good leader is not a task that can be checked off a to do list but is a process of lifetime learning and improvement, which I will continue to do even after the end of this programme. A big thank you to Celeste, Desiree, Lara, my coach Cornelis and all the professors who held different sessions for helping me along the leadership journey!

Source of inspiration:

Voss, C., & Raz, T. (2016). *Never split the difference: Negotiating as if your life depended on it.*

SHANA KIFLEI



"If you think you are too small to make a difference, try sleeping with a mosquito."

- The Dalai Lama

The most interesting insight is that my expectations of what it means to be a leader (being mean and serious) have been debunked. There appears to be no such thing as 'the leader' but rather different leadership styles and strategies that can and should be used fluidly, depending on the need of the situation and the people. That, what applies to me the most, or what I feel most drawn to, is that a leader will be most effective, when he/she self-transcends his/her own values to the greater values of the success of the team.

For my change project, I wanted to raise awareness amongst our UT students on the need and importance of digital skills, and help them reflect on how skilled they are at this point. Whilst executing my project, I learnt that students really learn the same way teachers do – by talking to each other. Whenever they encounter a challenge, or need to learn something new, they ask each other. The coronavirus pandemic that hit us this year influenced my project in a way that we were not able to reach the students in person, as well as that we could not conduct the interviews in person, everything had to happen online.

We advertised our project online on the website of the UT, on social media, as well as through e-mail. And we conducted the interviews on Skype. This project was inspired by the lecture on the mission, vision and strategy of our university (shaping 2030) by Mirjam Bult. I implemented, that if you want to make a change in the world, you have to start with yourself and then the people around you, your closer environment, which is why conducting this project, I only interviewed UT students.

My coach really helped me to identify my strengths, which I learnt, are the things that give me energy, that I do with passion and that I am really good at. He made me realize, that I have a lot of strengths that I did not acknowledge as ones before, that I just took for granted. By pointing out characteristics of me that he noticed during our sessions, I noticed them more and more and he gave me really good directions to later further do more research on, to build my identified strengths even more.

Most of what we learnt during the honors program, are very practically applicable skills, that are very valuable – not just in academic or work settings. One very important skill that we learnt is to keep in mind that everything that we see as normal, might not be normal for someone coming from a different culture, even if that person comes from just the neighboring country, or even someone working within the same company but at a different location. If you meet someone from a different culture, it is always wise to keep that in mind and to try to find out about the other's culture as much as possible before you meet them, to prevent misunderstandings from happening and to facilitate harmony and understanding.

This course was unlike any other course that I have followed at the University. It was very insightful and we learnt of skills and strategies that are applicable to daily life as well as to the professional world, which I find is the most valuable knowledge one can gain.

Source of inspiration:

Van Quaquebeke, N., & Felps, W. (2018). Respectful inquiry: A motivational account of leading through asking questions and listening. *Academy of Management Review*, 43(1), 5–27. <https://doi.org/10.5465/amr.2014.0537>

ANDREI NAGAEV



"Intelligence is the ability to adapt to change."

- Stephen Hawking

When I joined the honours program, my goal was to improve my leadership skills and gain more knowledge of change management. I can definitely say that I have achieved these goals. This programme was very useful, and it was definitely worth joining.

My major is Computer science, and it may be questionable how this can be related to Change Leadership and Management. However, there is actually a connection. My specialization is Software Technology. This field not only consists of technical topics related to software development but also focuses on software project management. The knowledge that I received in the framework of the Honours programme will undoubtedly help me in the future.

The most interesting topic among the lectures for me was organizational culture. I have already had some thoughts and ideas about how organizations work internally and how culture affects quality and processes in general. This lecture helped me put everything in its place. My experience wholly correlated with the theory.

The training part was also exciting and useful. It all started with an Insight Discovery that we received during the workshop. It really helped me to understand my behaviour and place in the team better. This report was very close to reality. I checked it out with the people who know me best. With the help of this report, I was able to determine the direction of my development and make a plan.

My change project was an online consulting system prototype. There has always been a demand for consulting services in a variety of areas, from education to health and finance. There are many companies and individual entrepreneurs who work in different areas of the B2C consulting market. The Internet helps them develop their business, find new customers, and provide their services to people remotely. In addition, it offers clients to find qualified specialists on the Internet. The situation with COVID-19 affected all areas of consulting. It is much safer to do everything online without a real meeting. Today, many companies are restructuring their processes in order to cope with such a big difference. It is quite difficult and expensive to synchronize all systems and build a smooth business process without reducing the efficiency of specialists. Companies need a universal online platform to avoid such problems and start providing online advice. I was working on a prototype of this system. This project work required me to follow a plan and allocate my time in a way that was consistent with my main activity.

The coaching programme has really helped me improve myself and achieve my personal development goals, such as time management. I want to thank my coach Dr. Arnold Enklaar for a fascinating discussion, questions and valuable feedback for my project changes.

I can definitely say that the change leaders programme has a significant impact on me, and now I understand my place in the team and know that I can lead it. Software developers often have two options in which field to develop - technical or managerial. This programme helped me understand that I would choose the second path.

Source of inspiration:

Bik, O. (2016). The governance of a quality oriented culture: In search of congruence. *Maandblad voor Accountancy en Bedrijfseconomie*, 90(10), 431-438.

KIM VAN DER TAK



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

- Barack Obama

Change begins with you (and me), as Obama's quote also implies. Do not wait for it, but be the one who starts the process of change. You have got nothing to lose! Also, change does wonderful things to people and change is way simpler and always more proximate to you than you might think. In my opinion, this sums up the core message of the change leaders programme. Needless to say, I am very glad I signed up for this programme. I met the most wonderful people from all over the world, attended many inspiring lectures, did several trainings and executed my own project. And due to the extensive teamwork during the course, all participants got to know each other very well, which contributed to becoming more friends than colleagues.

One of the most helpful events was the Insights Discovery test, resulting in a nice, excessive report which reflects your personal profile. It struck me how oddly specific it was about me. My personal style, how I interact with others, my key strengths and weaknesses, to name a few, were all covered in the report. Because of this report, you get to know yourself pretty well, so therefore, I can recommend everyone to take such a test.

My change project focused on the preparation of first-year master Technical Medicine (TM) students for the upcoming internships in the second and third year of the master. During this project, I was supervised by a personal coach who was specifically linked to me due to our clinical backgrounds. I think this aspect is of great value to the programme. For my project, interviews were held with second and third-year master TM students as well as already graduated Technical Physicians and a process supervisor. During those interviews, I had lovely conversations with the most beautiful people in which we discussed for instance why they became a Technical Physician, what they expected from their internships beforehand and how they position themselves as Technical Physicians. We also touched upon some topics regarding 'tough' situations: how did they deal with the hospital hierarchy and with criticism. After processing these results, multiple focus groups were held with first-year TM master students to find out whether they felt well prepared for their internships and to discuss the findings of the interviews with them. As a result, we found that the internship preparations could be improved at some points. And at the moment of writing this text, I am collaborating with the process advisor to change the trajectory towards the internships. I mean, how awesome is that?! I hope that, when I am a graduated change leader, I can continue to make differences like this, because the things you can achieve are often beyond imagination and because, (I know, this is going to sound a bit cliché, however,) the journey itself is already definitely worthwhile.

On a final note, I would like to thank everyone involved in the honours programme, especially Celeste, Desiree, Lara and my coach Lisanne, for your boundless commitment and never-ending enthusiasm to help each individual in this cohort develop themselves further.

Source of inspiration:

Hoogendijk, C. (2015). *Appreciative Inquiries of the 3.0 Kind: How do we connect, share and co-create for tomorrow's human wholeness?*



Ömer Avci: red, reforming director
 Zakir Hussain Farahmand: red - blue, directing reformer
 Chantha Jayawardena: conceptual – intellectual performer
 Vishnu Shankar Ramesh: red, directing reformer

ÖMER AVCI | ZAKIR HUSSAIN FARAHMAND | CHANTHA KUMUDUNIE JAYAWARDENA | VISHNU SHANKAR RAMESH

Our peer review group sheds light on individual learning goals from a variety of perspectives. In fact, the experiences of others contribute to the learning experience of each individual. his process is enhanced by the diversity within our group in terms of personality traits, goals, and cultural & educational backgrounds – ranging from Business Administration to Sustainable Energy Technology and Civil Engineering, and from cultural perspective, ranging from Afghanistan to Sri Lanka.

This enabled an effective learning environment. Right after building our group, it became clear that we can make a strong environment - in where we could give and receive honest and constructive feedback. This was desirable to build on our personal development plans. Multiple (digital) meetings stimulated the group to become more productive and started to really bear its fruits. This was mostly noticeable through the process of forming personal development goals with the peer review team. To make our goals more measurable, we coached each other along the process of achieving our goals - occasionally making use of formal methods. Moreover, with the help of our individual network consisting of colleagues and experts, it forced us to bring our projects to the next level by setting the dots during the project execution. And of course, the COVID-19 crisis had its consequences such as such travel bans, the new '1.5-meter society', closed University Campus and the switch from in person meeting to a fully online communication. However, in our point of view, this new way of working was an amazing, meanwhile, challenging experience in its own way. The situation made us to be more innovative in applying the gained knowledge and skills in practice. To conclude, we created a nice group environment so that everyone could feel comfortable to share and discuss our personal life within the group. We truly believe that it helped each of us in exchanging constructive feedback with true honesty. Though having somewhat similar colour dynamics made it challenging to receive feedback from an opposite perspective, everyone had different personal development goals. We could manage to push each other to reach our goals concerning the individual strengths and/or weaknesses improvement, and sharing our own experiences and way of thinking stimulated each member to take the right action plans for the right moment.

ÖMER AVCI



"Always deliver more than expected."

- Larry Page

In retrospect, I can definitely say that the programme has given me valuable insights on diverse topics relating to leadership & management. First of all, during the cognitive part (Q1) interesting lectures have taught us more on lean management, leadership styles, organisational culture, team dynamics and strategy. Lessons learnt in this quartile served as great input for the quartile consisting of trainings aiming at enhancing and developing our personal skills. Interesting to see was that these training sessions enabled us not only to learn about ourselves, but from one another as well. Additionally, the interdisciplinary character of the course, as reflected in the interaction with students from different backgrounds – both cultural and educational – has definitely been one of the unique aspects of the programme to me.

I would like to learn to open up about oneself a bit and show some vulnerability and human feeling when having conversations with colleagues to help relationships blossom, considering the use of cognitive empathy, emotional empathy and compassionate empathy, especially within the COVID-19 situation and with the Negotiation Project Twente (NPT) community. By applying (more) virtual interactive meetings, integrating check-ins and follow-up questions, and creating a cultural and emotional case, I would like to have a more 'cosier and personal' interactions with/within the NPT community. The ultimate aim is to develop together solutions and/or reflect to these circumstances, and my role in the process will be a helper – by using insights to improve someone else's mood and to support him/her through this situation.

Especially the personal coaching sessions in the third quarter are going very deep and fuel introspection. These sessions made me realize that the things which I address as 'my weaknesses' should not be perceived as big pitfalls. Understanding the learning model of 'consciousness competence' by Maslow (1968), is one of the main concepts I applied in my project. Thanks to my coach for sharing this valuable source of information.

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

The main lesson which I learned from this excellence program: to change the environment – you are inserted in and inspire others – you need to change yourself and feel inspired first. Knowing your own potential is essential for that. If you are aware of how others and you react under different circumstances, you can steer each situation towards a positive outcome.

Source of inspiration:

Voss, C. (2016). Never Split the Difference: negotiating as if your life depended on it. I highly recommend this book, since Chriss Voss provide us with insides of his world of high-stakes negotiations, revealing the nine key principles that helped him succeed when it mattered the most – when people's lives were at stake. Furthermore, the book gives me the competitive edge in any discussion – 'filled with insights that I apply to everyday negotiations.'

ZAKIR HUSSAIN FARAHMAND



"Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult."

- Warren Bennis

We are living in a period that the world is changing so rapidly in many aspects. Whether or not human beings can catch the pace of these changes is still disputable. However, if there is one benefit for the recent change, that would be connecting people around the world. Nowadays, the realm of working, learning, and even socializing has been expanded more than ever before. Technological revolutions have removed most of the barriers to our interaction. I believe that if we want to adjust ourselves to the pace of changes in the world, we need to improve our capabilities to live and work with others around the globe.

I had the honour of joining the Honour Programme – Change Leaders. It was a great opportunity for me to improve not only my leadership skills but also learn how to work with people who have different backgrounds, culturally and professionally. The program inspired me to learn more about how people communicate, work, lead, negotiate and schedule across different cultures. The book “The Culture Map” by Erin Meyer was the starting point. I wanted to go further and put my knowledge into practice by executing my change project on ‘Improving Intercultural Competences and Cross-cultural Teamwork Skills’. Though the Covid-19 pandemic made it impossible to have an in-person workshop, I managed to conduct a webinar, where we - a couple of UT students and three guests - had a constructive discussion on cultural differences and its importance for the internalization mission of the UT.

Furthermore, I found out different facets of my life which I haven’t paid attention to before. I discovered that despite being successful in my professional field, I am not comfortable to easily express my feelings or decode others’ feelings. As Roosevelt says, “To handle yourself, use your head; to handle others, use your heart.” With the help of my lovely coach, Aleksandra Kovac, I learned how to come out of my comfort zone and express my emotions when needed. Moreover, she taught me the ‘Emotion Freedom Techniques’ (EFT), which is a technique of connecting mind, body and emotions via the body’s energy system called “emotional acupuncture.” The technique helped me to overcome some of my negative feelings while being under stress. I am so delighted that I joined this wonderful program and learned things which are not taught in my technical profession. Now, I passionately continue my journey to discover myself, understand others and their cultures, use my logical mind to succeed in my professional field and use my heart to treat people!

Source of inspiration:

Meyer, E. (2016). The culture map (INTL ED): Decoding how people think, lead, and get things done across cultures. PublicAffairs. Interesting examples of everyday failures to communicate and work across cultures. Implements personal changes sounds like a challenge, but that is the way things are. I highly recommend this book if you want to work/study internationally.

CHANTHA KUMUDUNIE JAYAWARDENA



"If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning."

- Mahatma Gandhi

I decided to join the "Change Leaders" as the programme structure focuses on developing one's leadership skills through customised personality assessment, conducting group work and project activities. Furthermore, I like the contents like emotional intelligence at work and non-manipulative organisational processes to reach high efficiency.

In the beginning, it was challenging to read very lengthy two review articles in a different field within a week and writing two reviews while following another master programme. As I used to read mainly medical and technical publications which are relatively concise text, it was a bit boring reading these wordy articles at the initial stage. However, lecture presentations on Tuesday evening and receiving feedback stimulated my interest and motivated me to learn these new topics without boredom. I especially like topics on change leaderships, organisational changes, inspirational talks on "new definition for health", insight discovery workshop, appreciative inquiry skills. Also listening to the lecture and sharing experience of "UT 2030" conducted by the Executive Chair of UT was a rare opportunity for me.

All the lecturers were outstanding, and they had followed different teaching styles different from each other. Personally, this exposure is beneficial for me as my major field is on education technology in addition to learning subject matter taught in CL programme.

The target group of my CP is a group of Sri Lankan undergraduate students who are idle at home due to lockdown. The goal is to stimulate positive minds of students and work out together for finding possible ways to spend the lockdown time meaningfully. Due to COVID 19 pandemic situation, I used the online platform to make need analysis followed by online discussions and communication with students via messages using WhatsApp. I realised that effective communication skill is a very strong tool one should possess in succeeding and achieving our goals. Negotiation skills, appreciative inquiry and especially my learning during coaching sessions were important for me for the success of the project.

The session on the personal development plan and coaching was a bonus of this programme. This segment helped me to discover myself more deeply and grow further. My coach Dr Arnold Enklaar greatly helped me in this process by directing me to identify my potentials and recognise alternative strategies during stressful situations. Importantly, it is helpful to learn effective communication and how to convince people. An important point which hits me is that **people do not remember what you said, but how they feel from what you said**. Further, these coaching sessions made me think about how to listen, understand and respond to others during communication. I also realised that the planned presentations and argumentations are better than spontaneous talking. These points were helpful to me in my CL project, which is about the motivation of young undergraduate students to spend the new normal situation meaningfully.

Honestly, I enjoyed the CL programme even better than my primary course. Also, CL programme showed me a new way of thinking and new experiences which I was looking from UT to bring back to my country. Perhaps one day, I want to start a similar thing at my home university.

If you want to meet inspiring people who think differently ("out of the box") during your stay at UT join with CL honours programme.

Source of inspiration:

Brahm, A. (2010). *Opening the Door of Your Heart: And Other Buddhist Tales of Happiness*.

VISHNU SHANKAR RAMESH



"Dream is not what you see in sleep. It is something that does not let you sleep."

- Dr. APJ Abdul Kalam

The entire journey through the Change Leaders track was a well-planned smooth journey for me. In the 1st quartile I LEARNED, in the 2nd quartile I SET GOALS for myself and in the 3rd quartile I PRACTICED to attain the goals. Trainings on lean management, types of leadership and multi-team systems gave me exposure to what change management is all about. The group reviews after each training session helped me collaborate and get comfortable to the entire group. I learnt a lot of concepts on leadership and followership during the group paper works in the first quartile. Of-course multiple self-reflection questions from Prof. Celeste really inspired my team to work better. Having learnt the concepts of change management in first quartile, the second quartile was more about an analysis about me and my behaviour. The behavioral preferences report helped me analyze myself and set my own targets. Trainings on topics like appreciative inquiry, negotiation and cultural differences added value to my goal setting process. A week-on-week self-reflections questions on reviews from Dr. Desiree and Dr. Lara really inspired me. It got so interesting in the second quartile that I ended up spending all my Sundays on the self-reflection questions and personal development plans.

Further, in the third quartile, I chose "Developing a business plan for my startup" as my change project. The project was about improving sustainability in using solar energy and focusing on employee benefits in a company. The project was more focused towards the Indian scenario. With this project, I was able to apply my technical knowledge on solar energy; business plan building; and the concepts of change leadership to bring about a change in the way employees are treated in companies in India. My aim was to make a change strategy such that employees in my startup are as important as customers. In this project, I was able to combine my knowledge obtained from my regular master program - Sustainable Energy Technology as well as concepts from Change Leaders honours track to make a business plan for an energy-as-a-service startup in Tamilnadu, India.

The coaching sessions with Prof. Kirsten is where I learnt life lessons that I will never forget forever. The coaching sessions meant a lot for me. I had two goals for my personal development - Making myself more authoritative and getting along easily with different people. The activities during the coaching sessions can be summarized in two sentences - What do I have to let go if I have to achieve my goal? ; What is the pattern or trend I see in my behaviour? Answers to these questions at every coaching session helped to practice and move towards my goals. The inclusion of importance to employees in my business plan was a result of these coaching sessions. Thanks to Prof. Kirsten for steering the boat towards my goals.

The honours program on the whole made me a better leader and now I would say I am better prepared to start-up in the future. In this university of High Tech Human Touch, the honours track gave a human touch and a chance to think of people's perspective for a technical person like me. As a good wrap, I would say as a result of the program, I am on path with the world renowned leader Ratan Tata's leadership model - A collective and team-driven approach.

Source of inspiration:

Hoogendijk, C. (2015). *Appreciative Inquiries of the 3.0 Kind: How do we connect, share and co-create for tomorrow's human wholeness?*

ANA MARIA AMARAL | LISANNE FOSS | KRUPA SRINIVAS | RODERIK STOFFELS

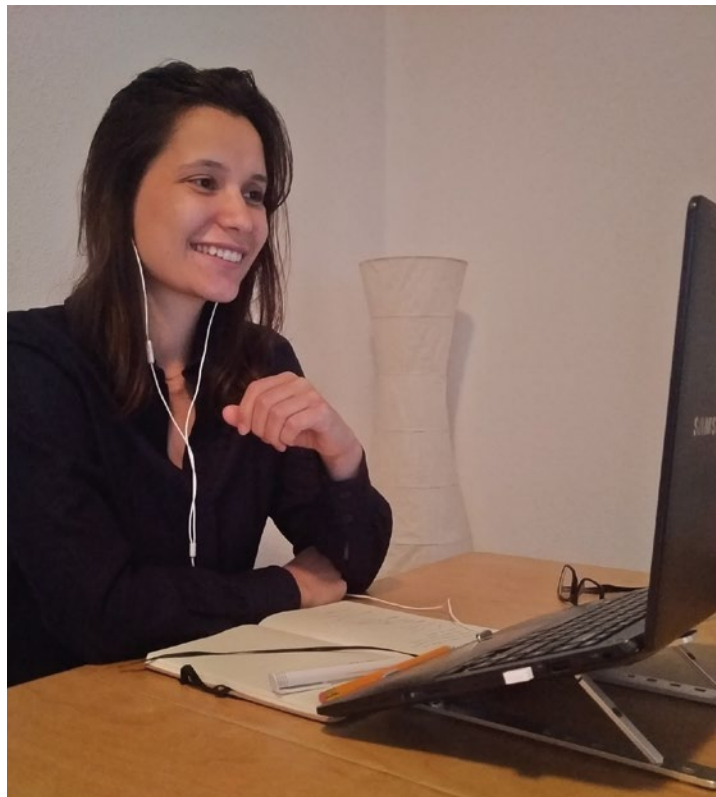
For us, having the peer group has been very pleasant since you have people you can count on in various ways, from the fun stuff to discussing the hard things. We did group activities together like having dinner to better get to know each other. During meetings, we discussed more serious topics. We talked about our thoughts, dreams, and visions. We helped each other when someone was struggling. This was valuable to us all.

To form groups while knowing each other's colors was something new. As a group, we had blue, yellow, and green. This mixture worked really well. We noticed that "blue" directly began to focus on bringing structure and setting deadlines, while "yellow" was not that worried that things were not 100% fine. Our different nationalities and backgrounds add up to our colors scheme. What made the difference was to spot and be aware of everyone's unique values. We were able to open up easily and listen to each other. That made us able to see things from different perspectives and learn from each other's strengths. Like the authors of the book 'The Courage to be Disliked' described: the moment you think 'I am right' you assume the other is wrong. At this moment you are not opening up. 'I am right' could lead to 'I have to win this argument' and there you lose your ability to seek other perspectives (Kishimi & Koga, 2018). We preferred to learn for one another and work together in strengthening our good sides while aiding in the development of our weaker sides. All in all, we are very pleased with the result and enjoyed the journey.



Lisanne Foss: blue, observing coordinator
Roderik Stoffels: yellow, helping inspiring
Ana Maria Amaral: blue, observing coordinator
Krupa Srinivas: green, helping supporter

ANA MARIA AMARAL



"We cannot become what we need to be by remaining what we are."

- Max de Pree

The leaders of the future need to start developing now (and never stop). That was my view when I decided to apply for the Change Leaders program. Being at the master's degree, where your hard skills are put to test, it is a breath of fresh air to be able to stretch your soft skills, guaranteeing the balance so welcomed in the professional life.

During the 6 months of meetings, we learned the theory behind the topics – since we are still master students, right?!, and the outcomes of practices and approaches, so we would have the state of the art content on what makes an effective change leader. We also had trainings, so we could practice a bit. But the goal is not to know how to do, but to do it on daily basis. And, as we learned, development is about stretching. So, during this time, I could reflect on my own way of leading, the approaches I use, and identify where and how I could stretch my competences, build on my strengths, and get better at my weakness. To do so, I could use the Discovery Profile we received by the beginning of the second quarter, besides my own personal reflections.

Up to the last quarter, the Tuesday night meetings with 23 other future leaders turned into individual coaching meetings. Based on my personal development plan, the coaching session helped me gain a deeper understanding of the things that matter to me, the values I hold on to, and to better structure how to accomplish my goals, constantly stretching myself to be a better version today than yesterday. In this process I could better grasp the importance of being true to myself, to find my why and understand what is the mark I want to live behind me. For my change project, I decided to help other people to do that too, so I setup a personal development group, that transposed the barriers of the honors and is still going on.

I proposed the creation of the group, that ended up having 8 participants, me included, so to facilitate a (online) influence group to encourage people to raise to their full potential. The goal of the project was to offer the participants a safe environment to exchange experiences and discuss methods and approaches, so that each one can gain a better perspective of what works for them and what are their triggers, improving their self-awareness and ability to continuously improve and change. The group turned out to be not only a place to share ideas, but it gave me the opportunity to stretch my communication skills, my leadership skills, and my ability to influence others. This helped in my own personal development goals in a way I have not realized beforehand, being a platform where I was able to exercise these skills.

At the beginning of the program, my goal was to reflect on my role as a leader, pushing my personal development further and strengthening my capabilities as a (future) change agent. I also hoped to contribute to the group with my background and experience, in an environment of collective growth. I think my goals were met, but my development as a leader will continue. The program gave me a strong baggage to continue on this path on my own, and to know where to look at to find relevant information to stretch my competences, because as the quote I chose to add here says, 'we cannot become what we need to be, by remaining what we are'.

Source of inspiration:

1. Brown, B. (2010). *The power of vulnerability*. TEDxHouston. [Video file]. Available from https://www.ted.com/talks/brene_brown_the_power_of_vulnerability
2. Statler, M., Roos, J., & Victor, B. (2007). Dear Prudence: An essay on practical wisdom in strategy making. *Social Epistemology*, 21(2), 151-167. doi:10.1080/02691720701393475

LISANNE FOSS



"The problem is not one of ability, but of courage."

- Kishimi & Koga, 2018

Change Leaders was a journey of self-development. One I am grateful for. Even if a destination is predetermined, in the end it is about what you take home with you.

The most exciting quartile was the final. I started my own –Dutch –podcast: 'de effecten van corona op HR'. It was incredible to see my podcast on Spotify and Apple Podcasts. The podcast challenged me. I had to master listening and summarizing – something I am learning even today.

During the editing process, I had to make tough decisions. I had to delete parts and stick to the essentials. It was not just once I had to delete something I was proud of. But I learned to let go and prioritize the result. I also had to take on a new role as podcast host that placed me in charge of everything.

Before, I would have tried to avoid a leadership role. Through launching this podcast, I created a place to learn and improve myself. Each episode I improve and my confidence grows.

That is the power of doing: experience. To support this, I had meetings with my coach in addition to my project. Every two weeks we reflected. My coach would not shy away from asking the difficult questions. This made me discover my own thoughts and answers. My ultimate goal may appear small, but to me it is enormous – to stand up for myself.

I discovered that I did not feel as comfortable with receiving and giving feedback as I had thought. I needed to broaden my knowledge. I found some answers in negotiation books: *Never Split the Difference*, *Women Do not Ask* and *Crucial Conversations*. The book that inspired me the most about life is *The Courage to be Disliked*. It was when I read this book that I discovered that I am motivated by others' acknowledgement. That was when I understood I was depending on other people for my sense of confidence, instead of having the courage to believe in myself.

It was not just the books that helped me, in the end it was simple— experience combined with knowledge was the answer. The biggest lesson I want to share is that although the past does not define our present, it is what we know and feel comfortable with. That is why change is difficult, it takes courage make different choices. The books and reflections have helped me to gain understanding of my behaviour. Having the ingredients to grow is a huge step forward since change all starts with awareness. But to actual change one must be courageous. Now I continue to lead in my own journey, one that includes courage.

Source of inspiration:

Kishimi, I., & Koga, F. (2018). *The Courage To Be Disliked: How to free yourself, change your life and achieve real happiness*. Atlantic Books.

KRUPA SRINIVAS



"Learning is not attained by chance. It must be sought for with ardour and attended with diligence."

- Abigail Adams

Remembering the good old pre-corona times! 26 international students with different educational backgrounds, cultures, and insights. Sitting around the table and speaking our hearts out and raising questions to Desiree, Celeste or the guest lecture leaves behind a nostalgic winter feeling (Of course a memorable one 😊). Perusing technical masters (Embedded systems) always made me feel the necessity to change in the way we (technical students) think about the world, outside computers, and machine language. I was always keen on knowing the art of people, how great a leader's minds worked, what made them unique, and why they deserve a special title "Leader". This was my drive to sign up to Honours Change in Leadership and management.

Honours is been an insightful journey for my professional and personal enhancement. Every Tuesday evening, right after my internship I would happily set my mind to process interesting talks and experiences from the guest lecture. I remember riding back home talking to myself, **"what an incredible perspective we human beings have. Which is completely different from one another, yet all lie on the same bases of a single thought, and that is to be a part of the change."** I believe that change and constant learning is my core value. It renovates/rewires my brain and thoughts for good.

Highlighting the blind spots, strengthening the weak sides, recognizing and affirming the core values, creating awareness in behavioural aspects, coping up with cultural differences, dealing with multiteam management, various leadership styles, and art of negotiation were the highlight and outcomes of Honours. These learnings can turn out to be like a tailor-made solution for any situation in professional and personal life goals.

Honours is a great ride, where we gain enormous amount knowledge in the name of having "Fun". Many thanks to Celeste, Desiree, and Lara for their constant support and guidance.

Source of inspiration:
My mentor.

RODERIK HENRI STOFFELS



"The secret to the greatest fruitfulness and the greatest enjoyment of existence is: to live dangerously!"

- Friedrich Nietzsche

When I joined the first lecture of the Change Leaders program I was not sure what to expect. The information which was provided online made it look as if we were going to cover a whole lot of ground regarding leadership and change management. And we did. Starting with some nice lectures and joined the Inspiration Week. Where I learned about Positive Health. My interest peaked at the healthcare planning lecture, since I study Biomedical Engineering the hospital is a relevant environment.

The training quartile had more allure to me, as I prefer to engage instead of only listening. Here the discovery profile really knocked me off my feet. I am very interested in what makes me and others tick. Having a profile made about you is thus a great way to get to know more. The trainings that followed were also nice. Appreciative inquiry is something I adore and which can always be improved. The same goes for negotiation and presenting yourself. Topics that have kept me interested before this course and will continue to be developed by me, now after the aid of professionals. Finally, I was reading a book on cross-cultural management, recommended by a friend, when it turned out that the same book would be the topic of conversation in the fourth training, indicating that this Honours track was a good choice for me.

And now we got to write a Personal Development Plan. That I like. In my board year I started discovering this personal development and made some strides. But writing an entire plan was next level. I enjoyed thinking about what I wanted to develop and how. There is so much to choose from, yet so little time to execute. Thus making proper choices was one of the first skills to make the list. Irony or inevitable, you tell me. I realised too late that my change project was way too big. Wanting to build an entire program which can tailor your workouts to your needs turned out to be more than impossible in this timeframe. So I have distilled it to an elaborate survey, testing my program ideas and finding its limitations. Which was distributed among the change leaders of this years. This made sure that I had a reasonable, consumer questioned, base for the execution of this plan. Everyone is affected by this corona crisis and one of the things that forcefully changed are people their sports habits. With this change project I want to make individuals aware of this change and help them to keep staying fit and healthy. I would like to thank my peer group for all their support and the fun we had.

Now I would like to wrap up by stating that the coaching sessions have helped me enormously to see aspects of myself which I could not quite put my finger on. I had a great coach and I would like to thank her for being just that. She made sure that I have a ton of new insights. I will keep on writing to better myself and talk with other about the questions worth asking. By the time I have finished my master's degree I will have made sure that I know what I want to do with my career. Thank you all for a great year and I wish everyone the best. I leave you with a nice, easy read on habits, which you might enjoy if you aim to change some in your life.

And a final quote, relevant right now as ever, especially to the aspiring change leaders:

"I don't think there's much point in bemoaning the state of the world unless there's some way you can think of to improve it. Otherwise, don't bother writing a book; go and find a tropical island and lie in the sun." – Peter Singer (1946-) Australian-American Moral Philosopher

Source of inspiration:

Clear, J. (2018). *Atomic Habits: an easy & proven way to build good habits & break bad ones*. Avery

EPILOGUE

Dear interested reader,

After a(nother) year of the Honours Change Leaders program, we are proud to present our final booklet, containing some of the information that has kept us preoccupied for most of the academic year 2019-2020. We have learned so much about ourselves, each other, and change management, that it would be a shortcoming to opt that this can be summarized in a single booklet. Nevertheless, we have selected some topics of interest, which will hopefully satisfy your curiosity as a reader. If you participated in this year's program, here is a summary of all the awesome things that we made happen.

In the fall of 2019, a seemingly random group of 25 individuals were thrown together in a room, each Tuesday evening. Yet it only took a few hours before the individuals had become a group. One awkward group photo later and we were officially instated as the '19-'20 Change Leaders. People from all over the world quickly discussed things that were alike, and those which were not. Friendships were quickly established and everyone got along well. Essentially everyone had only 3 things in common when we started: they spoke English, were a master student at the University of Twente, and were thought to be a fitting candidate for the Change Leaders program, hungry to learn more.

And an honors program we received. From inspiring lectures to nice puzzles, personal development plans to peer groups, we have done it all. Even when the world hit us in the face with COVID-19 we kept going. Presentations were quickly uploaded and conversations took place in the clouds. Everyone carried out their individual change project, making our Corona-world a better place to live, one idea at a time. Do not forget to check your Personal Development Plan and, more importantly, execute it.

From all over the world we came, and all over the world we will progress. Stay true to yourselves and remember that you are now a change leader. Go lead change somewhere!

Have fun and enjoy yourselves,
Roderik Stoffels
Honours Student 2019-2020

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