

Leadership and strategy

Realizing visions and missions



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Content

- What makes a leader?
- Business idea
- Management and leadership
- Paradoxes in leadership
- Leaders and followers
- Leadership perspectives
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- Personal leadership

What makes a leader?

Reflect back on your personal life and professional career and ask yourself:

Which person was a real leader for me?

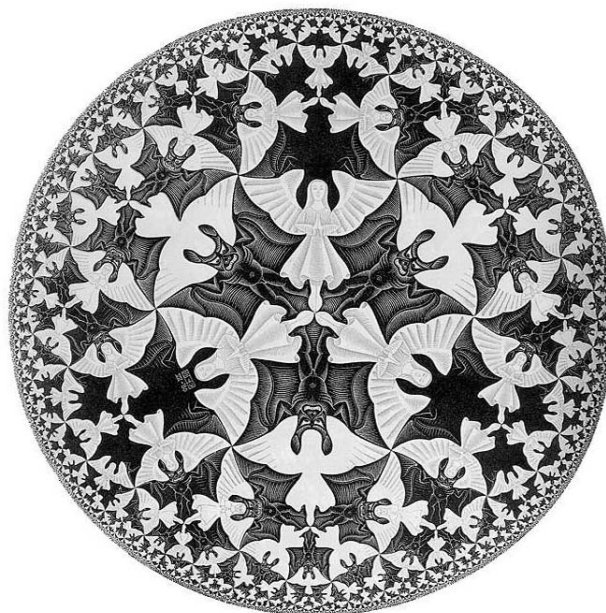
Write down what makes this person a real leader for you.

What makes a leader?

Traits <ul style="list-style-type: none"> - Energetic - Clever - Creative - Tactful - Persuasive - Decisive 	Behavior <ul style="list-style-type: none"> - Setting goals - Action planning - Problem solving - Clarifying roles - Informing - Monitoring 	Results <ul style="list-style-type: none"> - Realizing results - Effective - Successful - Performing - Impressive - Status
Interaction <ul style="list-style-type: none"> - Supporting - Active listening - Showing empathy - Mentoring - Recognizing - Rewarding 	Inspiration <ul style="list-style-type: none"> - Appealing vision - Act optimistic - Express confidence - Offer opportunities - Celebrate success - Personal example 	Awareness <ul style="list-style-type: none"> - Self-awareness - Social awareness - Political - Environmental - Cultural - Transformational

What makes this person irritating?

- Insensitive
- Inpatient
- Inflexible
- Selective
- Impulsive
- Impressive
- Narrow minded
- Manipulative
- Domineering
- Defensive
- Tyrannical
- Aggressive
- Egomaniac
- Selfish

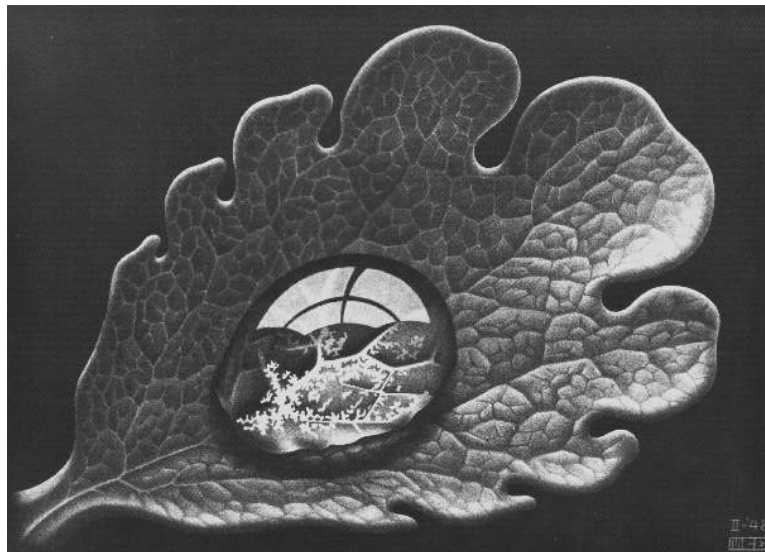


Some reflections

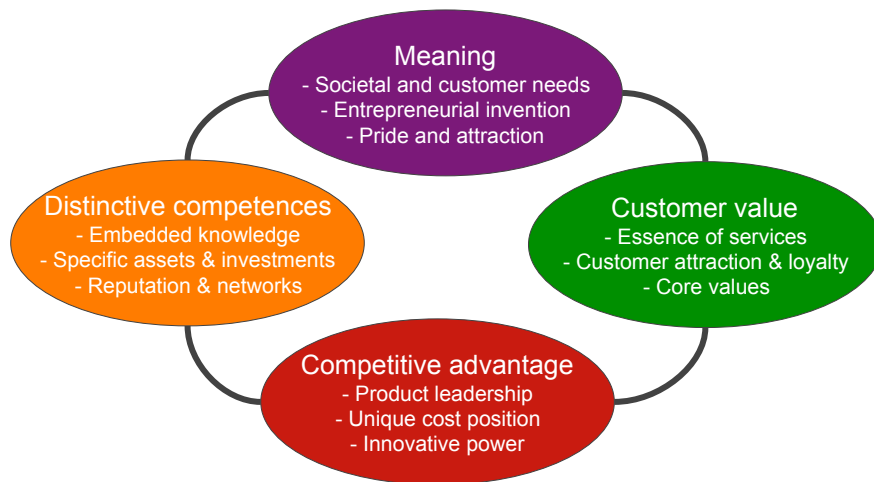
What are my strengths in leadership?

Which shadow sides do I recognize
in my own leadership?

How are my activities and strengths
related to business values?



Business idea





We aim to enhance mobility, sustainability and quality of life, by creating balance in the built and natural environment.

We protect people, revitalize cities, create new sources of energy and improve urban development.

We provide consultancy, design, engineering and management service in the fields of infrastructure, water, environment and buildings.

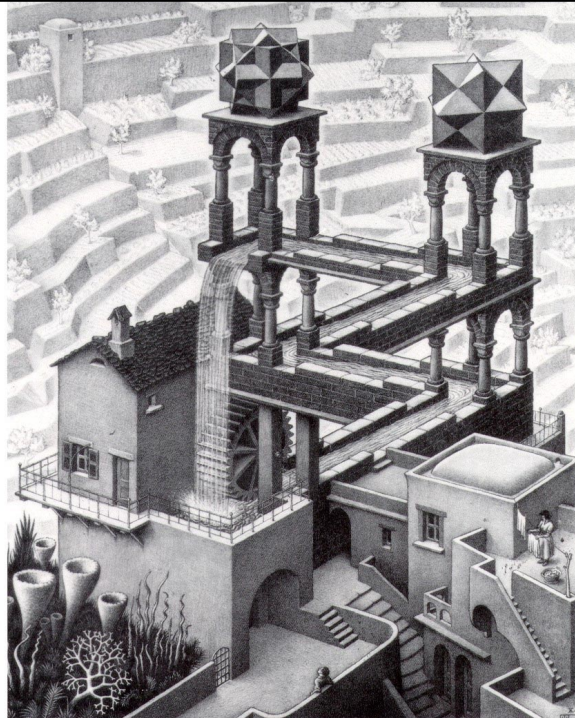




Core values Arcadis



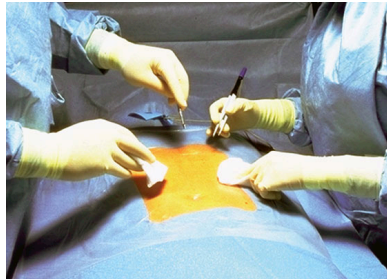
Integrity
Entrepreneurship
Agility



J+

inspiring
futures **E**

Qualifying for the future: innovation



J+

inspiring
futures **E**

Qualifying for the future: innovation

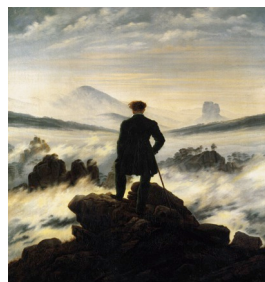


Leading innovation

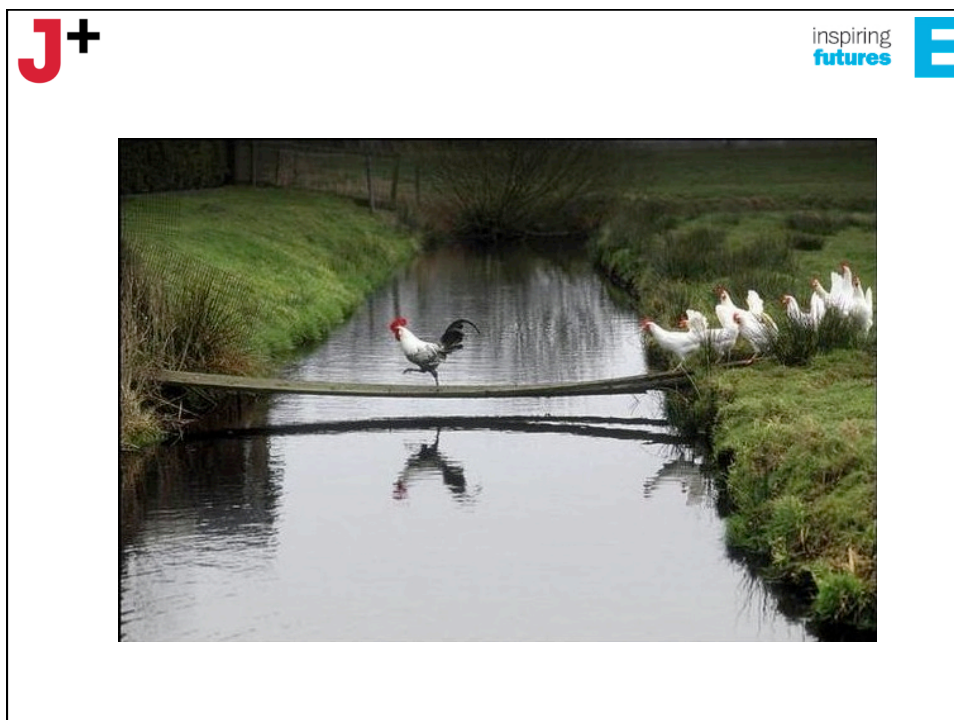
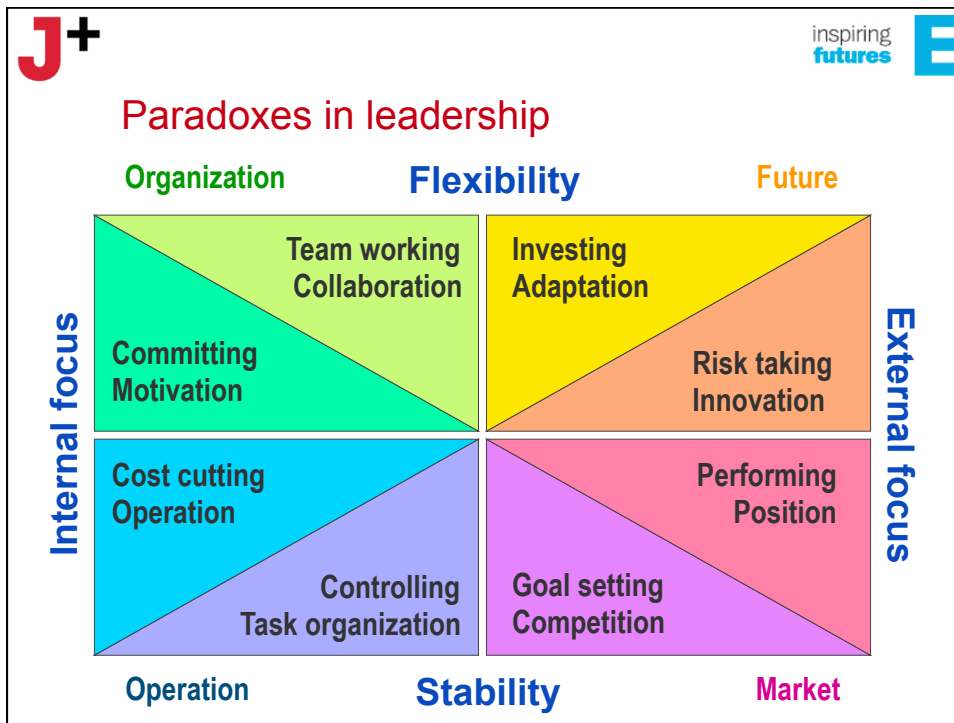
- Valuing history and distinctive competences
- Traveling through contested terrain
- Looking with an open mind (not an empty head)
- Developing networks for innovation and learning
- Utilize tensions for creativity and renewal
- Start experiments and guide transformations
- Articulate confidence in shared ambitions
- Sensitive to aspirations and anxieties of people
- Monitoring and communicating early successes
- Anchoring and up scaling results



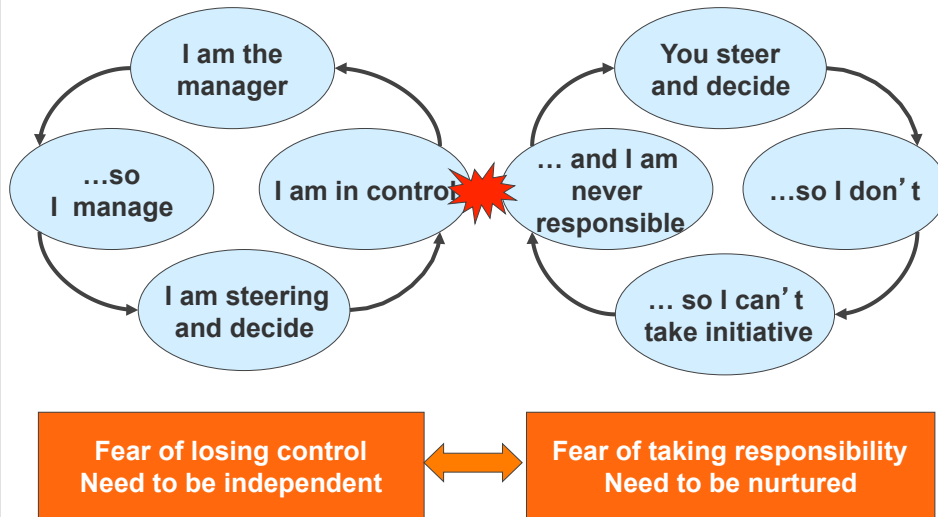
- Manus = hand
- Manèger = manage horses
- Manager = directing and guiding



- Lead = path, road, direction
- Leaden = wandering, hiking
- Leader = showing the way



Leaders and followers



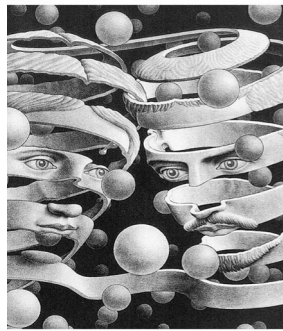
Leadership perspectives

Entrepreneur	Autocratic	Transactional	Charismatic	Participative	Transforming
Initiating Communicative Engaging Appealing Cultivating Inspiring Demanding	Goal setting Commanding Intimidating Accounting Realizing Punishing Positioning	Goal setting Informing Managing Performing Stabilizing Rewarding Controlling	Impressing Speaking Building Achieving Modeling Monitoring Expecting	Guiding Listening Evaluating Consulting Delegating Developing Encouraging	Sensing Sense-making Vitalizing Envisioning Supporting Appreciating Empowering
					

Meaningful leadership

- Awareness of self – others – context
- Visualizing the future
- Developing business idea
- Building vital coalitions
- Realizing collaborative power
- Taking initiative and invite others
- Story telling and sense making
- Sharing experiences and successes
- Reflective and learning

Managing authenticity



Managing authenticity

■ Get to know yourself and your origins

- Exploring autobiography (people, places, events)
- Returning to your roots (what gives energy)
- Avoiding comfort zones (out of routines - new adventures)
- Getting honest feedback (colleagues, friends, family)

■ Getting to know others

- Building a rich picture (backgrounds, histories, families)
- Removing personal barriers (approachability, vulnerability)
- Empathizing passionately (care deeply, being there)
- Uniqueness about others (positive feedback and validation)

■ Connect to organizational context

- Getting the distance right (connect and separate)
- Sharpen social antennae (social cues of failure and success)
- Honoring cultural values (cultural senses of beings)
- Developing resilience (understanding own values)

Personal leadership

Fascinations Excitements since childhood Issues appealing to me Things I want to understand	Identity The professional roles I play Where I come from and who I am Who I really want to be
Inspirations Energizing environments Generating enthusiasm Opening up new perspectives	Meaning My purpose in life Contributions to be proud of My legacy for others
Distinctive qualities What I am really good at The proudest moment of my life Why people appreciate me	Engagement People and groups I identify with Significant relationships Professional and personal ties

