

## Leadership and strategy

### Realizing visions and missions



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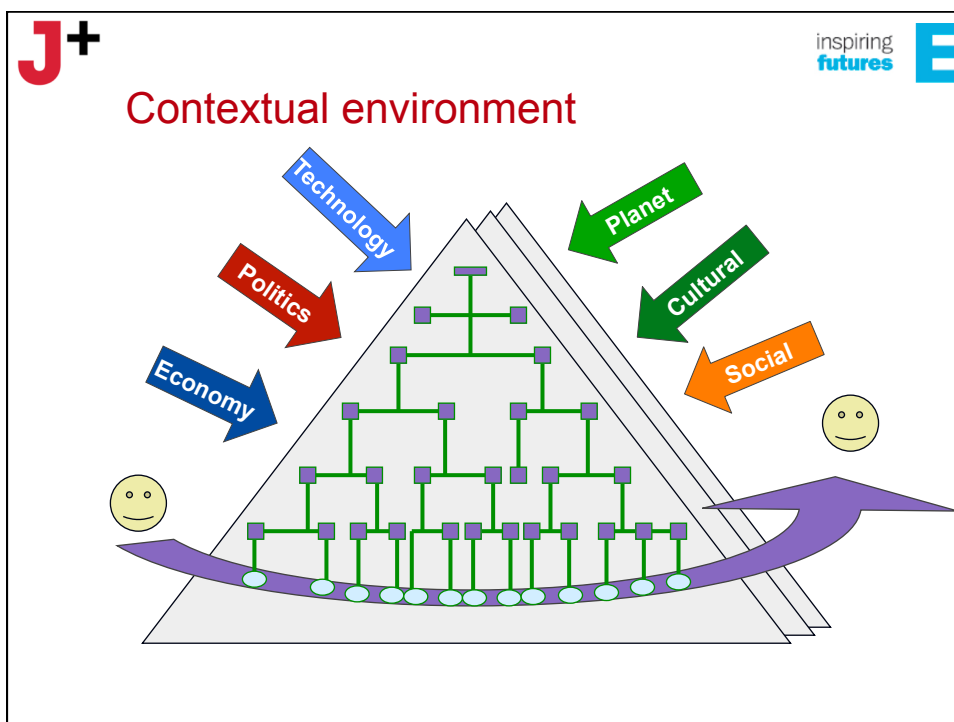
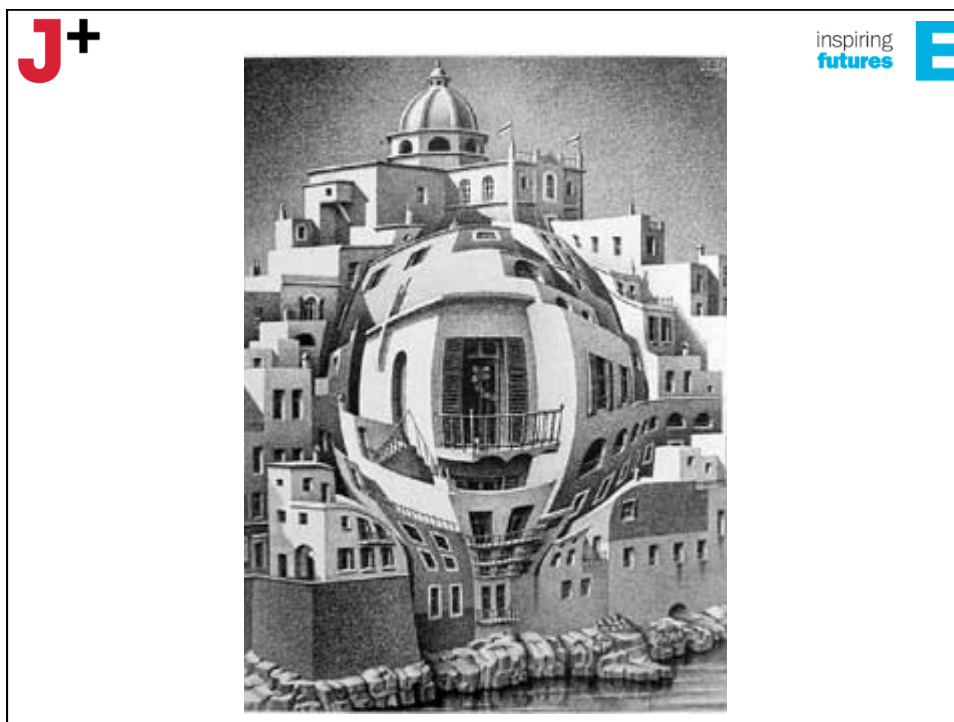
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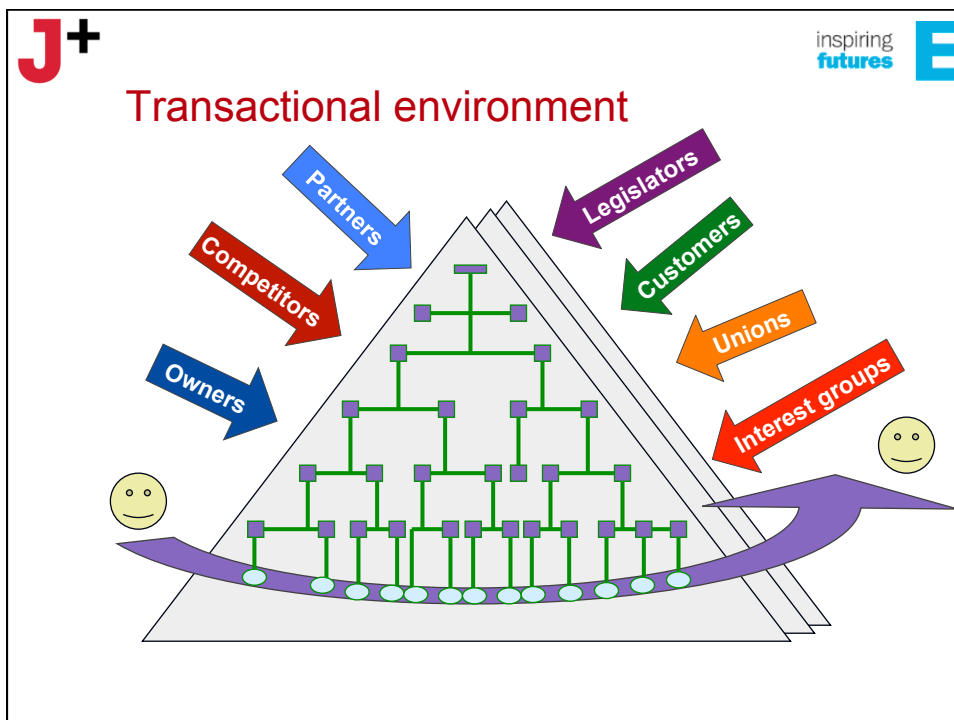
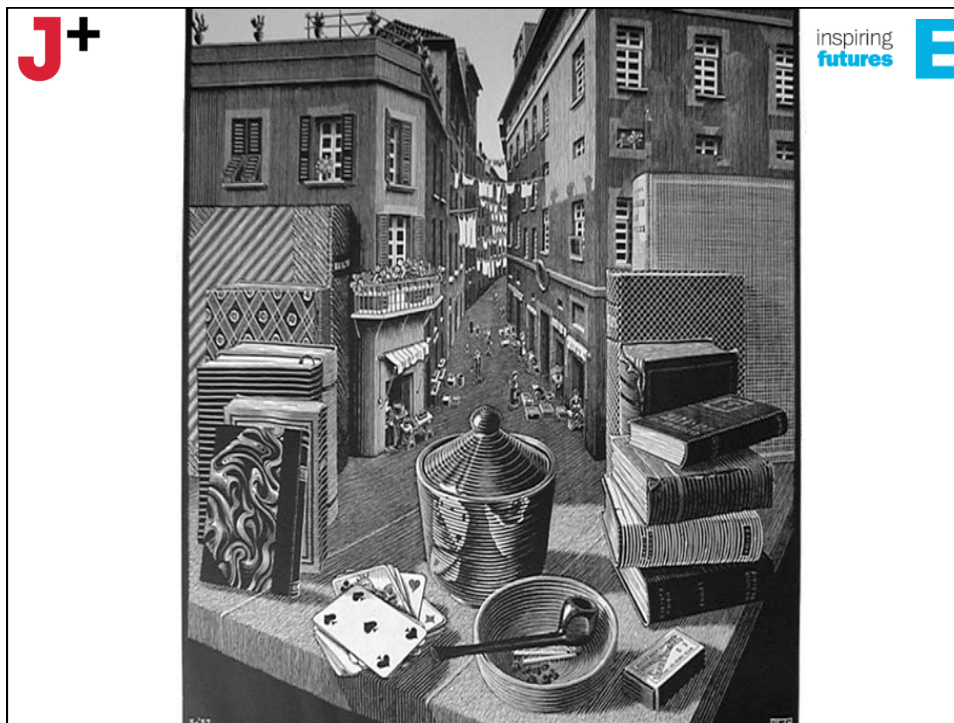
## Metaphors



## Metaphors

- Help to constitute and organize social realities
- Screen out some possibilities and emphasize others
- Understanding change from the right brain side
- Open up new possibilities and communications
- Multiple realities simultaneously existing
- Tacit approach creating a new metaphor

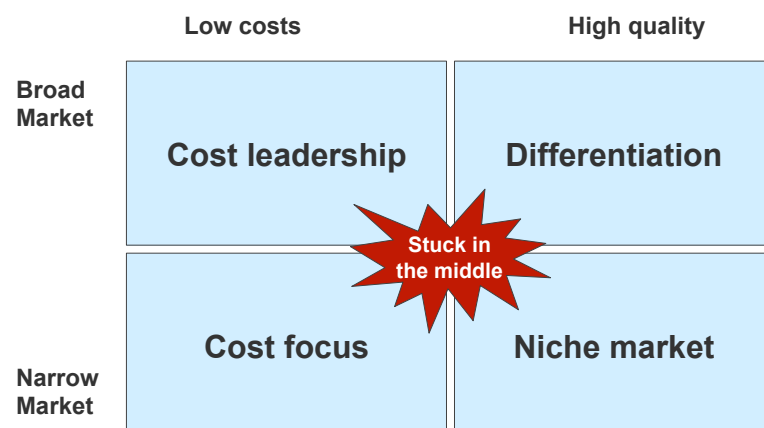




## Vision, mission, strategy and policy

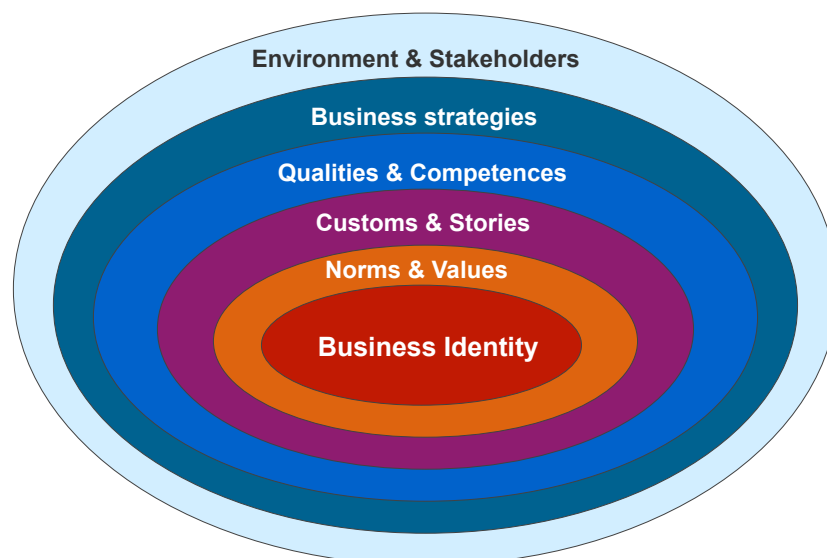


## Business strategy



**Culture**  
eats  
**Strategy**  
for breakfast

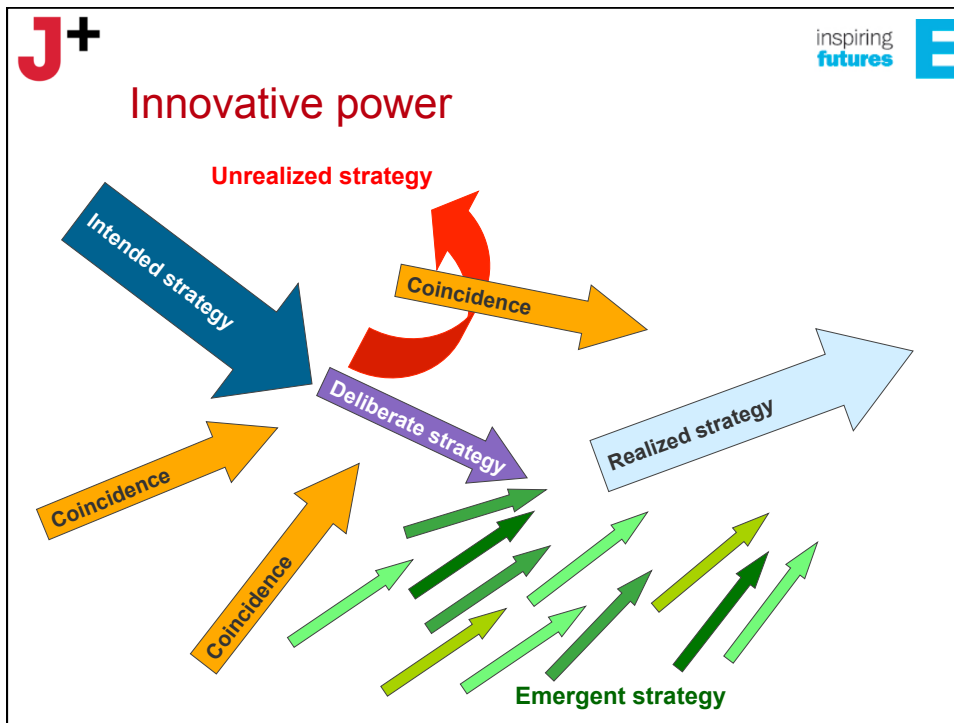
## Strategic and cultural leadership



There is  
**NO**  
one best way  
 of  
**Changing**  
 organizations

## Change strategies

					
<b>Power Strategy</b>	<b>Planned Strategy</b>	<b>Negotiating Strategy</b>	<b>Step-by-step Strategy</b>	<b>Learning strategy</b>	<b>Interactive Strategy</b>
<b>Forcing</b>	<b>Pushing</b>	<b>Exchanging</b>	<b>Developing</b>	<b>Learning</b>	<b>Discovering</b>
Steered by top Goal oriented Position power Input controllers Linear process Pressure Tell & Sell	Initiated by top Solution oriented Expert power Input consultants Linear process Persuasion Convincing	Multiple actors Result oriented Position power Different coalitions Iterative process Negotiation Compromising	Transformative Problem oriented Seductive power Input employees Iterative process Participation Guiding	Active & reflective Transition oriented Informal power Input learners Circular process Action learning Coaching	Interactive Future oriented Visioning power Collaboration Cyclic process Mutual learning Dialoguing







inspiring  
futures



## Qualifying for the future: innovation

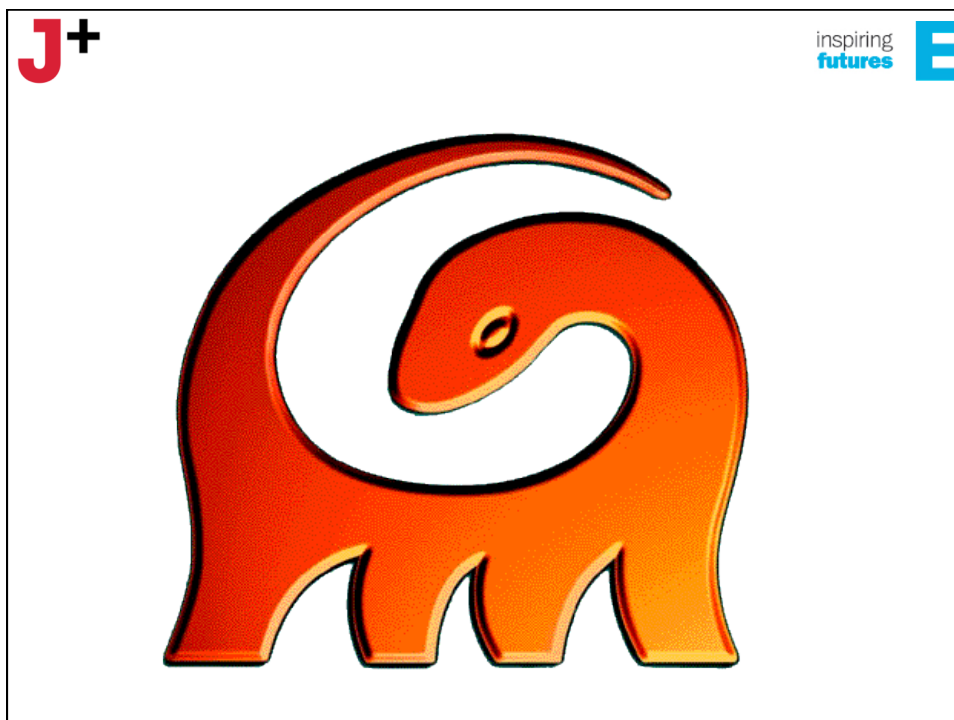
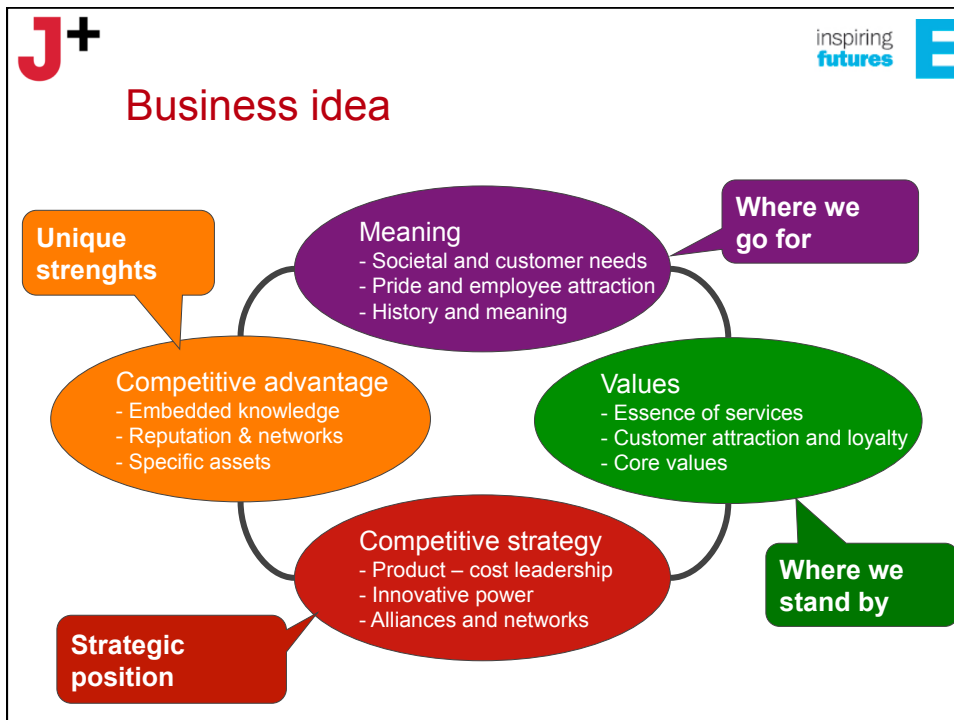


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## Leading innovation

- 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

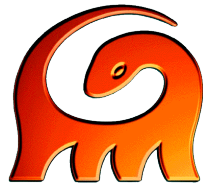




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futures



## Vision and mission Arcadis



**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.**



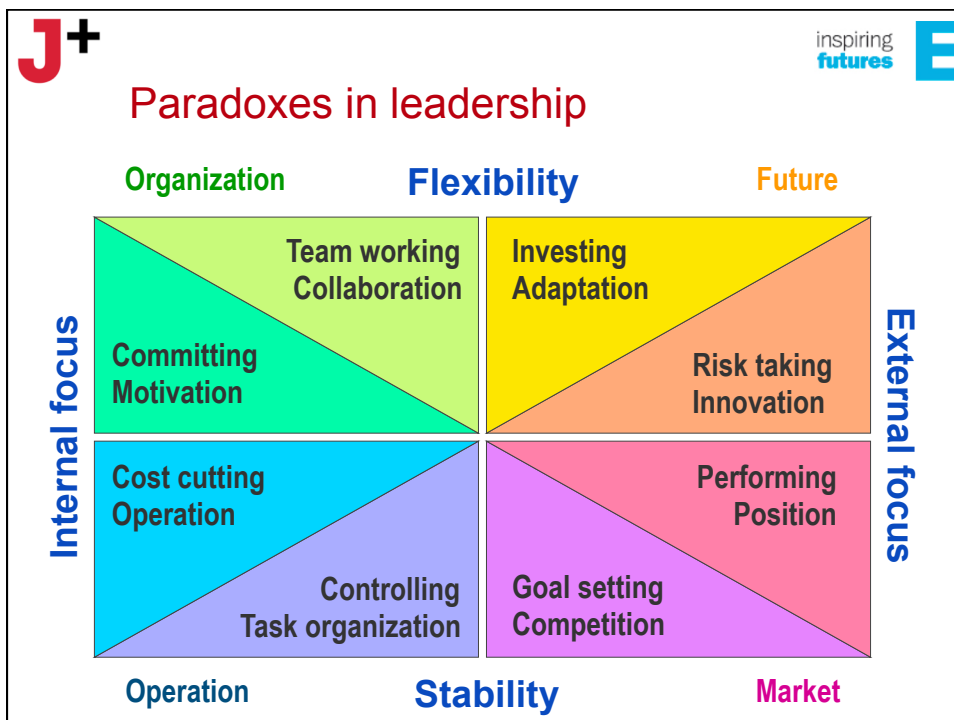
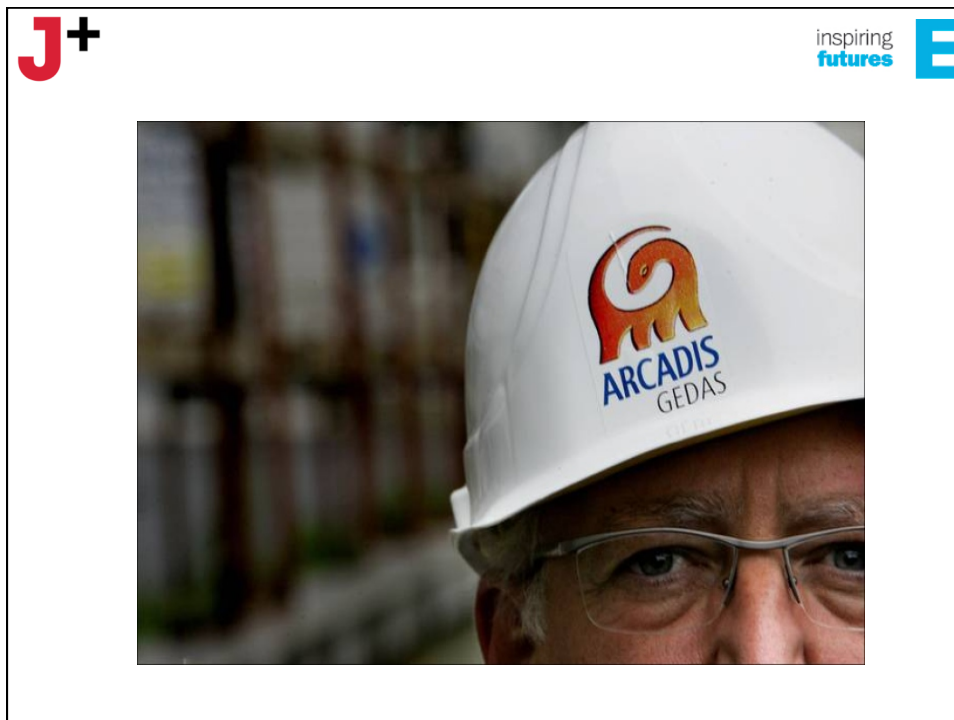
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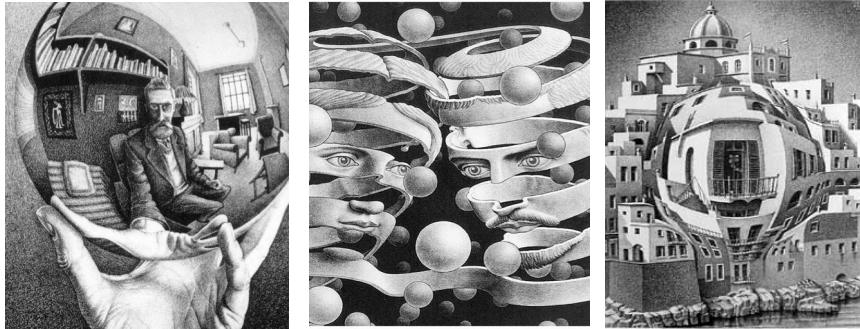
## Values Arcadis



**Integrity**  
**entrepreneurship**  
**agility**



## 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)

## Jaap Boonstra



*It is my personal and professional purpose to share knowledge and experiences in leadership and organizational change to make other people successful as leaders and change managers.*

### Multiple roles:

- Professor organizational dynamics and organizational change
- Independent consultant for businesses and societal organizations
- Non executive board member
- Researcher and scientific author

### Divers backgrounds:

- Organizational and social psychology
- Information technology
- Organization studies and political science

