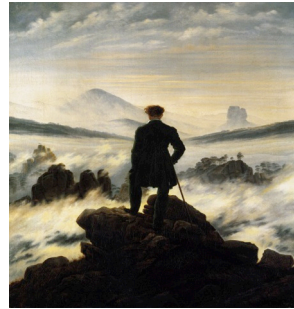


Personal Leadership Development



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Content

- Management and leadership
- Paradoxes in leadership
- Managing authenticity
- Meaningful leadership
- Personal leadership

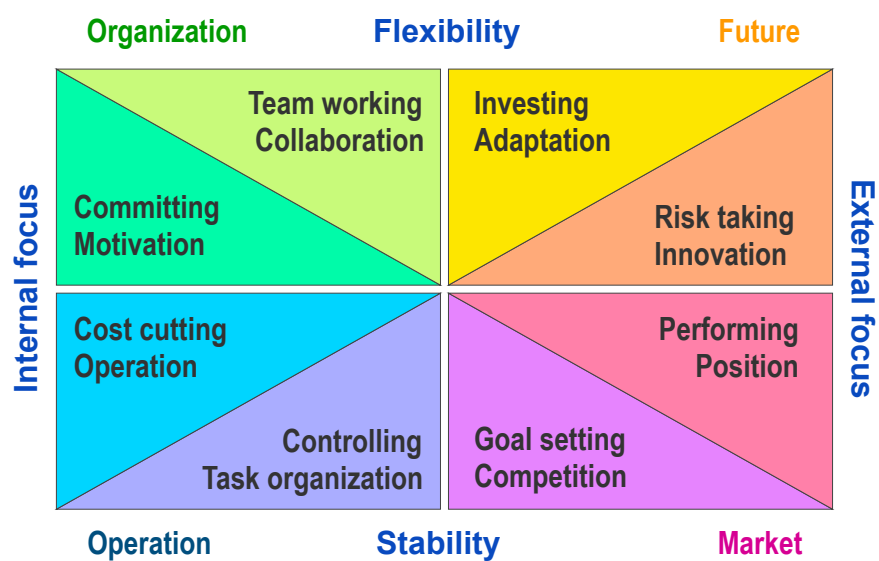


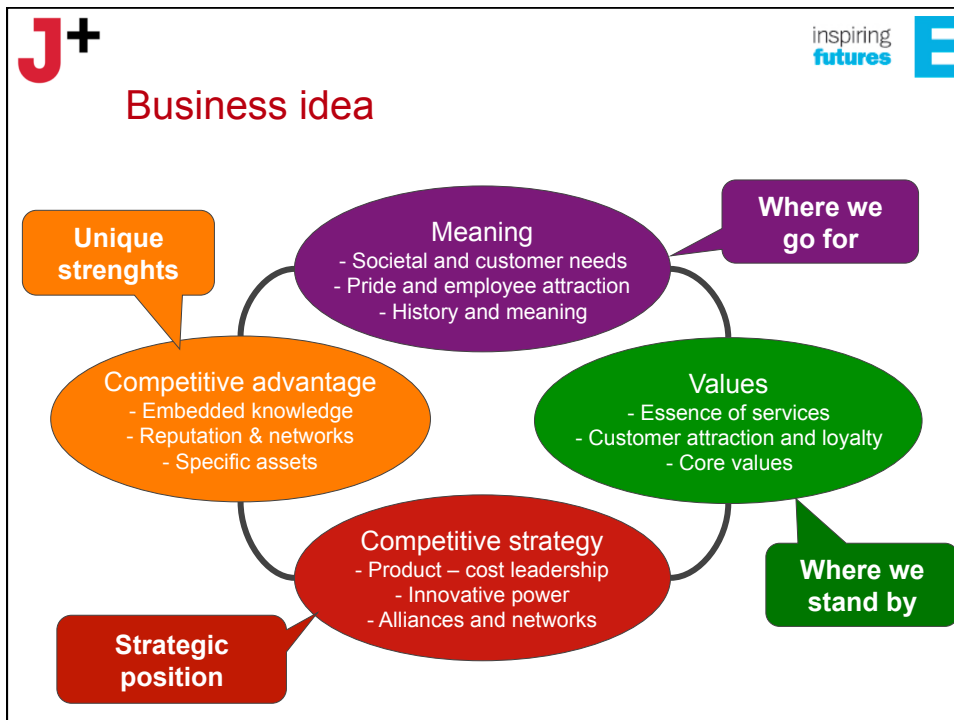
- Manus = hand
- Manèger = manage horses
- Manager = directing and guiding



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

Paradoxes in leadership







Career anchors

- Self perception pertaining our motives and needs
- Self image of talents and skills you excel in
- Basic values reflecting your real self
- Reasons for choices in your career
- Things you don't want to give up



Career orientations

| Technical | Managerial | Independence | Security |
|---|---|--|---|
|  |  |  |  |
|  |  |  |  |
| Dedication | Challenge | Life style | Entrepreneur |



Discovering your real values

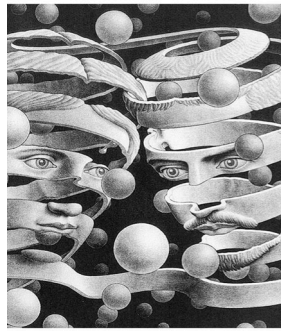
- Answer the career orientations inventory
- Biographical conversation in pairs
- Identifying your career anchors from conversation
- Score your career orientations inventory
- Reflect on discrepancies and decide what is true for you
- Discuss the implications of what you have discovered
- Relate discoveries to individual wall papers



Mutual conversation career anchors

- Identifying major choices you made since school
- Determine reasons for your career choices
- Look for themes and patterns in your decisions
- Identify hypothetical future career choices

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 |

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

