

## Transformational leadership



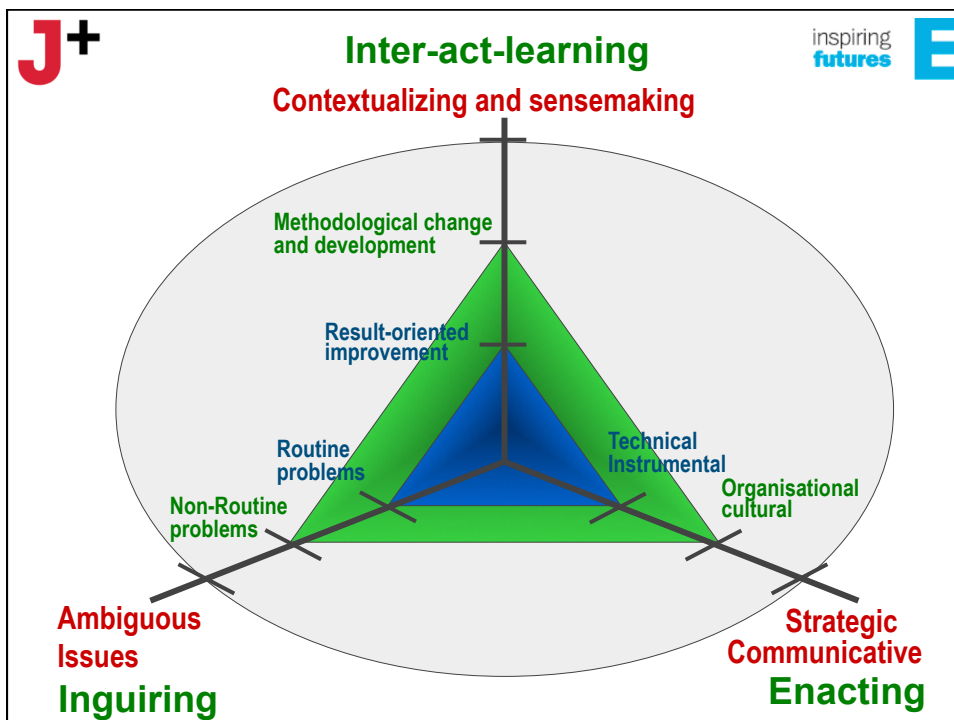
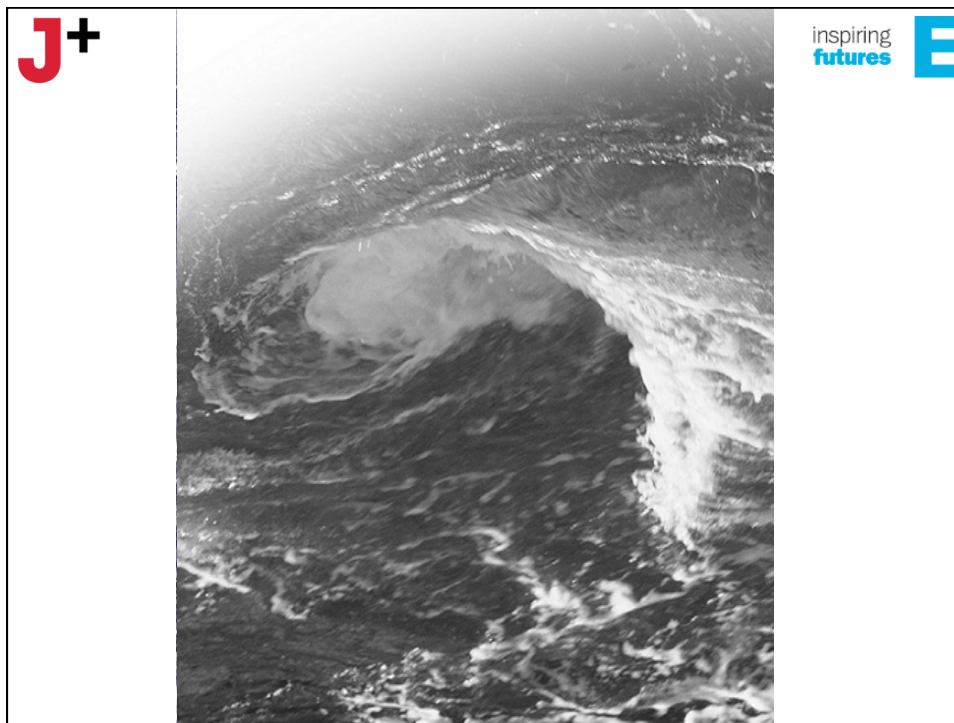
Prof. dr. Jaap Boonstra  
Esade Business school – University of Amsterdam

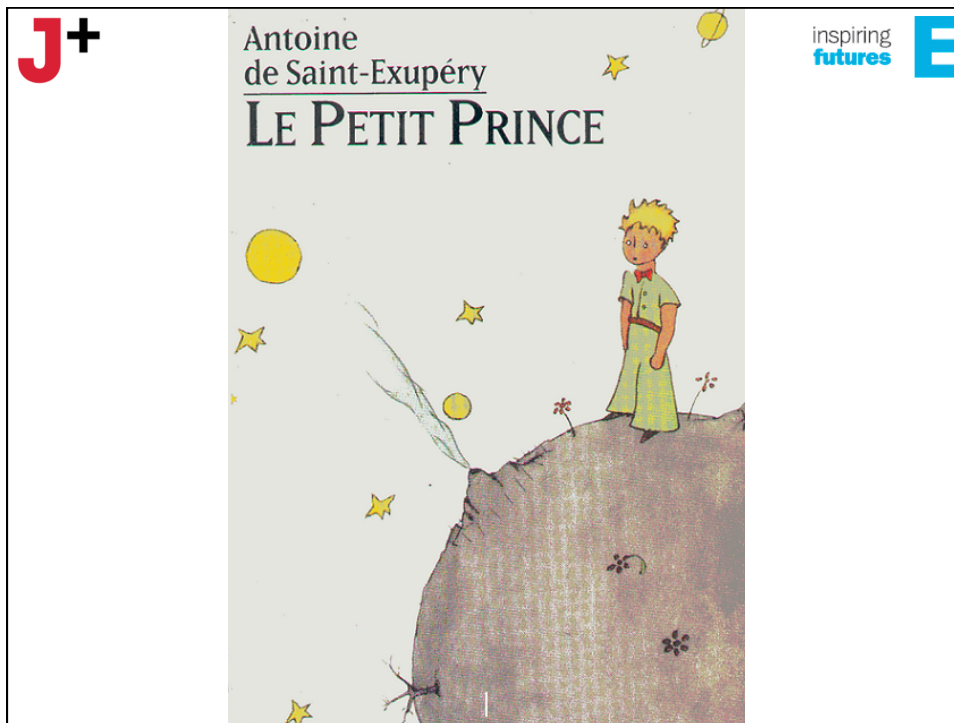
## Issues

### Transformational change

- Naturalistic Inquiring
- Appreciative Inquiring
- Action learning
- Choosing Deliberately
- Discovering Fixations
- Inter-acting
- Contextualizing

### Personal and organizational Learning



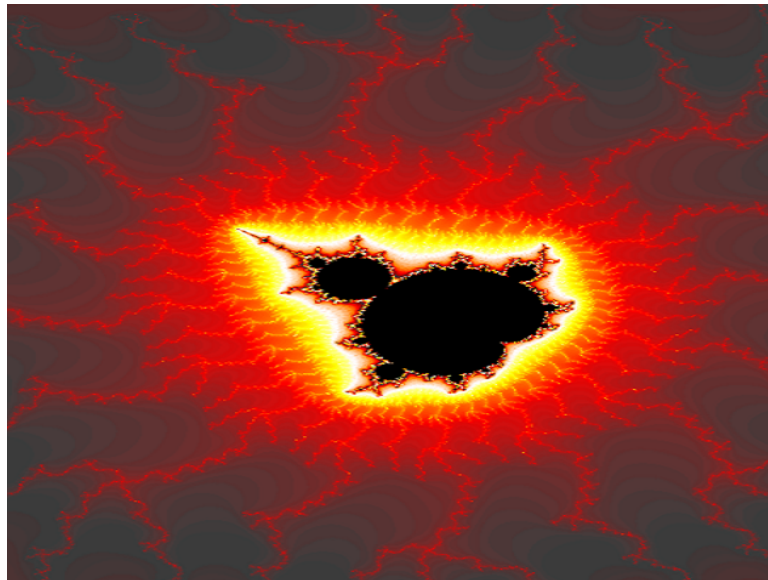


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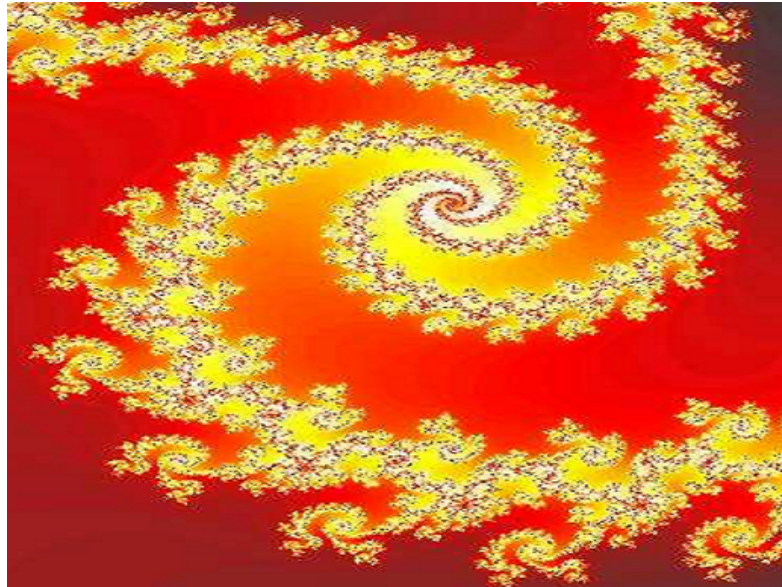
## Naturalistic inquiring

- Inquiring with an open mind
- Identifying ambiguous issues and tensions
- Not solving problems or defining solutions
- Postpone own opinion and views
- Opening up possibilities
- Stimulate multiple voices
- Keep space for multiplicity



## Appreciative inquiring

- Exploring new experiences in zones of discomfort
- Grounded observation:           The best of what is
- Collaborative visioning:        What might be
- Continuous reconstructing:   What should be
- Collectively experimenting:   What can be
- Learning form other places and cultures



## Action learning

- Inquiring processes and interactions with clients
- Collective questioning to enlarge possible futures
- Making room for self organizing and learning
- Stimulate experiences in local contexts
- Exchange experiences, insights and knowledge
- Create time and space for interactions



## Inter-acting

- Stimulate interactions in ongoing processes
- Include everyone who is involved in some issue
- Recognize and support differences
- Work with multiplicity to construct realities
- Utilize conflicts for creativity and renewal
- Recognize and clarify mutual relationships

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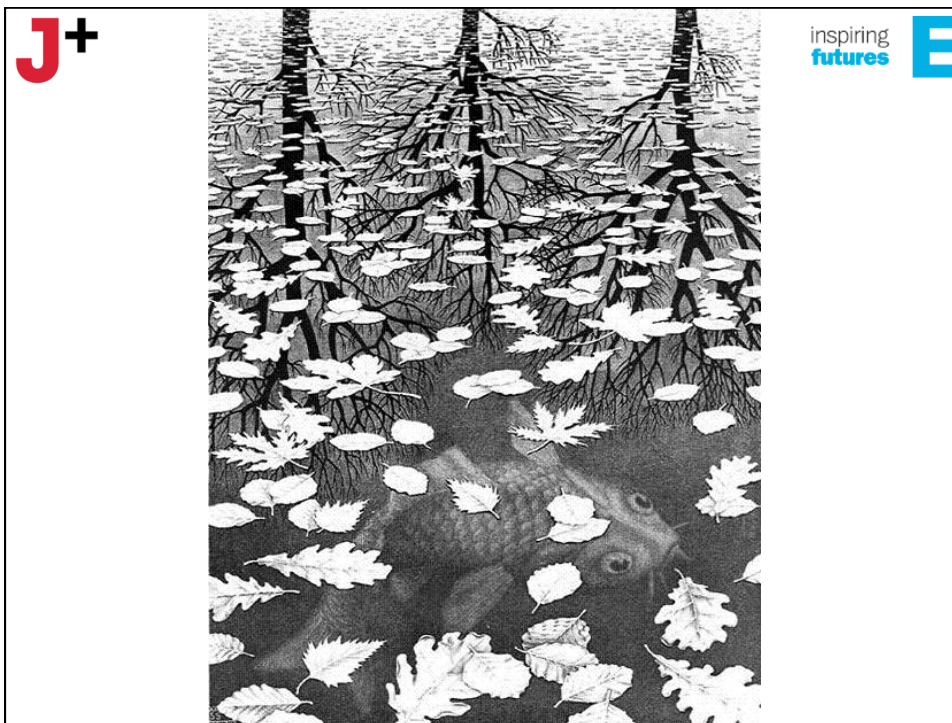
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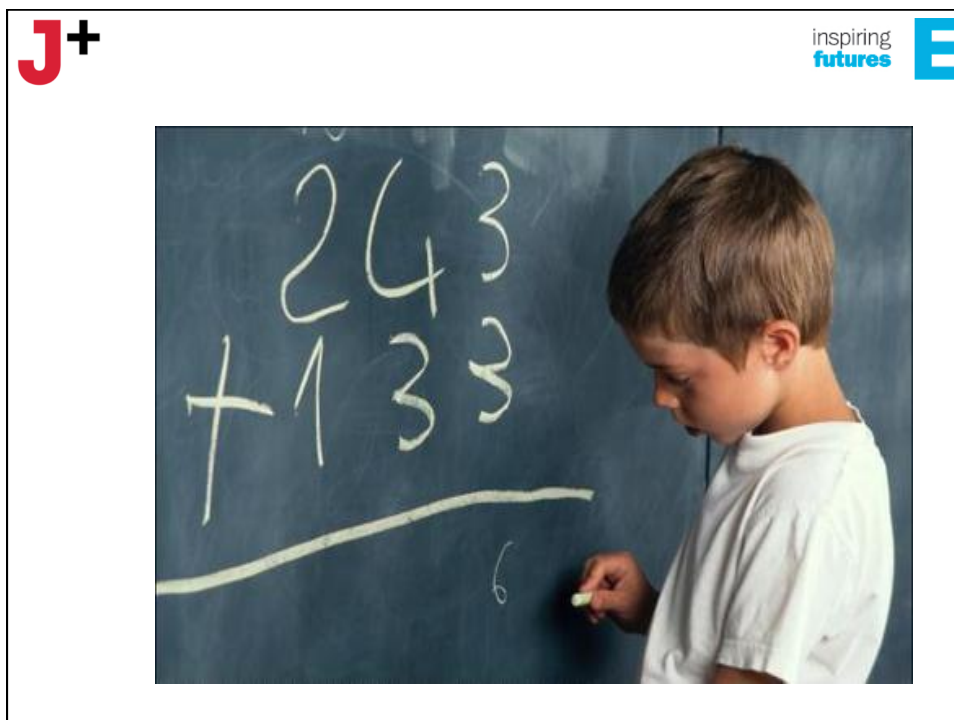
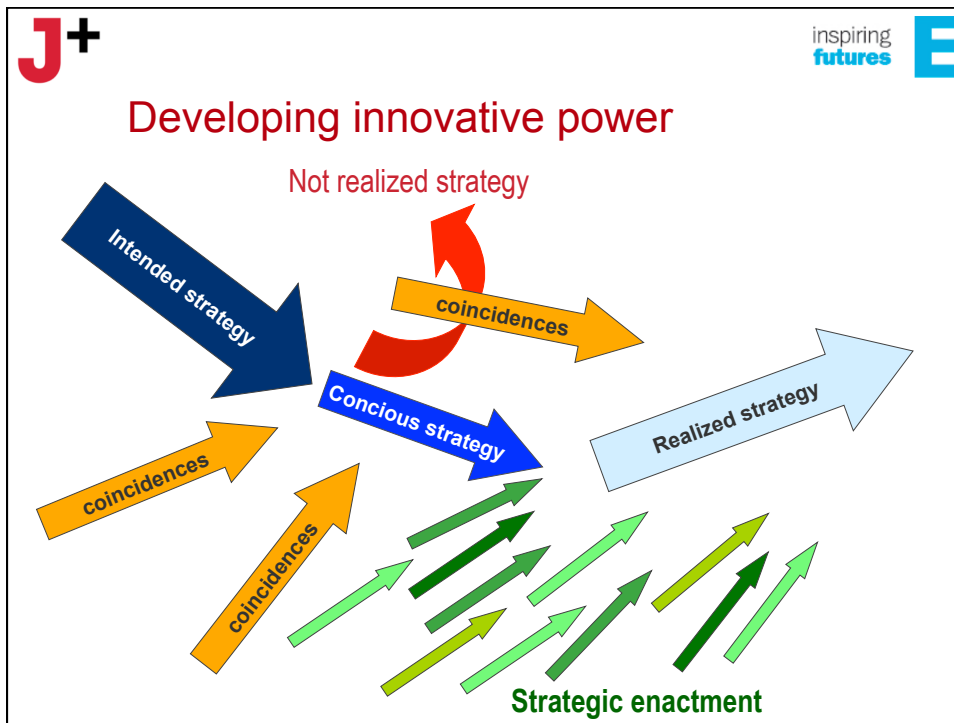


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## Contextualizing

- Connecting inside and outside worlds of meaning
- Making sense of organizational life and patterns
- Organizing desirable futures
- Story telling and metaphoring
- Sketching and working scenario's
- Sharing of experiences



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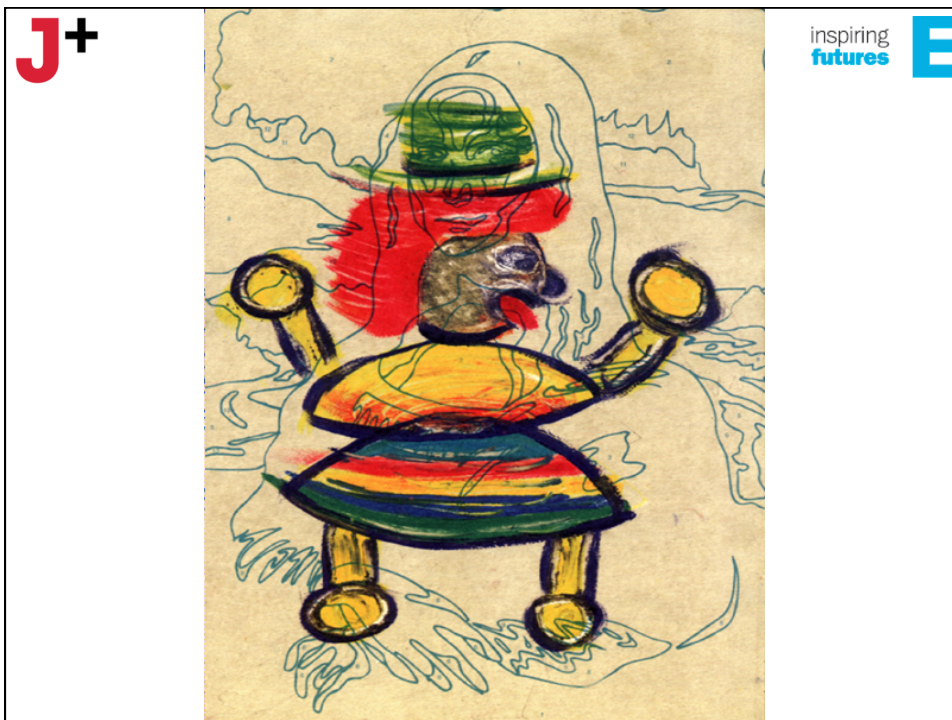
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## Learning

- 1st order learning
  - Doing things right
  - Improvement of routines
  - Use your head
  - Instruction and training
- 2nd order learning
  - Doing things differently
  - Changing insights and rules
  - Follow your hart
  - Teaching and action learning
- 3rd order learning
  - Doing right things?
  - Transforming assumptions
  - Trust your stomach
  - Reflective learning in transformation

*To us, art is an adventure  
into the unknown world,  
Which can only be explored  
by those willing to take the risks*

*Barnett Newman, 1943*



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## 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

