

# Lasting results through leadership program?

Learning managers to lead from imagination and abundance

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# Lasting results from leadership program in penitentiary organization, “Working together, building together”\*

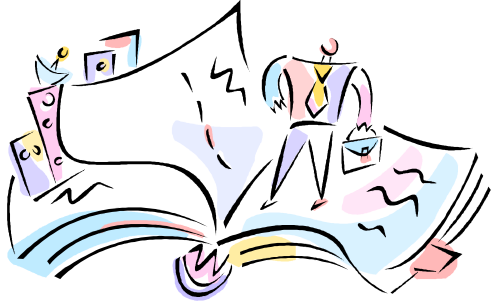
1. Cynicism and power play are quiet common in prison culture
2. In 2005: deliver the leadership program in location A, B, and C
3. Participants: department heads
4. January 2005 – January 2006: director location A only one year from retiring
5. January 2006: new director from location B to location A
6. Strategy: continuity  
shrinking the amount of adult prisoners, renting prison cells to delinquent youth

\* This OD program in a penitentiary organization is described in article *Feeling Responsibility versus Taking Responsibility*.

# Outcome interviews January 2009

- Use of common language connected of concepts the program
- Department Heads take responsibility in cooperation with new director
- New strategy in cooperation with works council
- Director and department heads use triangle *result – way of being – behavior to develop themselves*
- Department heads lead more by attitude of leadership responsibility
- Employees take responsibility in their own 'work system' (Luc Hoebeke, 2005)

# Outcome of the leadership program



1. Leading an organizational project and producing results



2. Have skills concerning management and leadership

2a. One can act in the 4 attitudes of leadership

2b. One can accept coaching and one can give coaching

2c. One can think in possibilities

# The basic of the program:

inquire without judgment good/bad and develop the ability 'being present with reality'

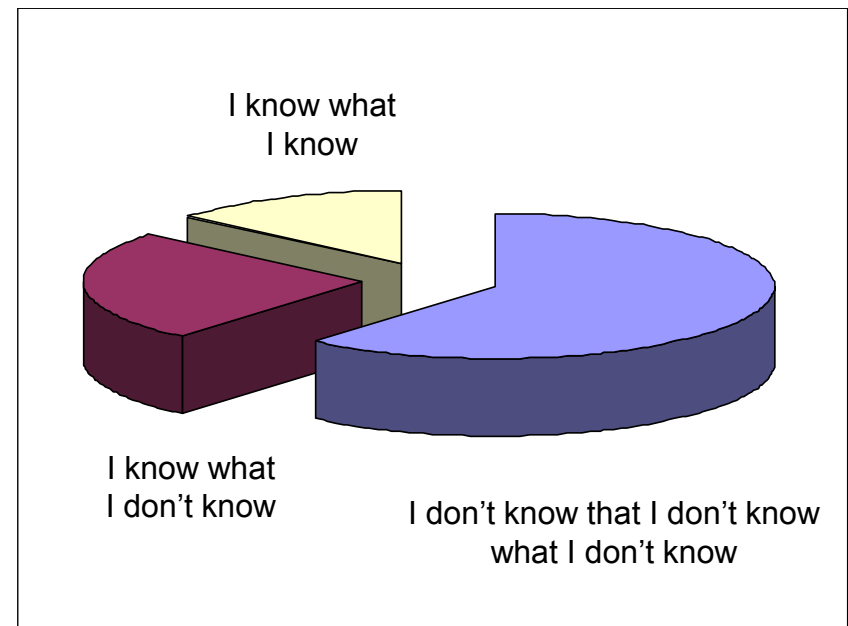
The program is delivered in the area 'I don't know that I don't know what I don't know'.

Entrance to this area:

- Make a commitment to the project
- Coaching on the progress in the project: inquire without judging good / bad

This provides insight in behavioural patterns and the way-of-being:

- *'More of the same'*
- The possibility of acting differently
- The possibility of creating from the future



# The focus of the program

I ask the fish:

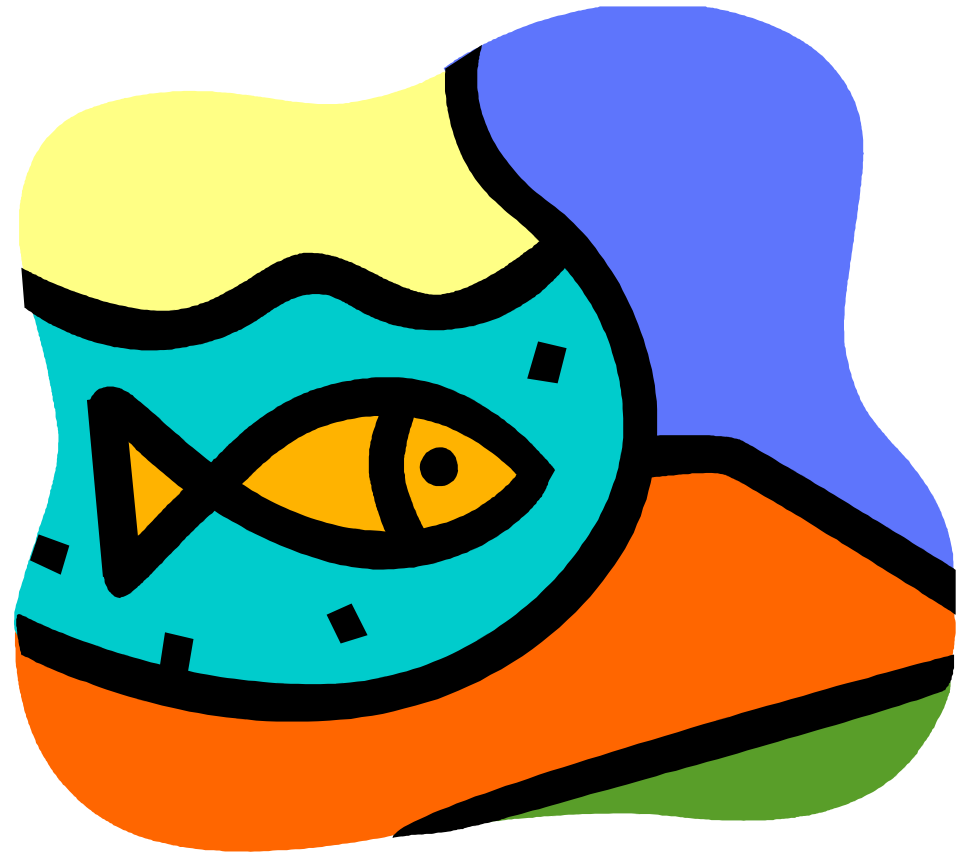
*What is the colour of the water you are swimming in?*

The fish answers:

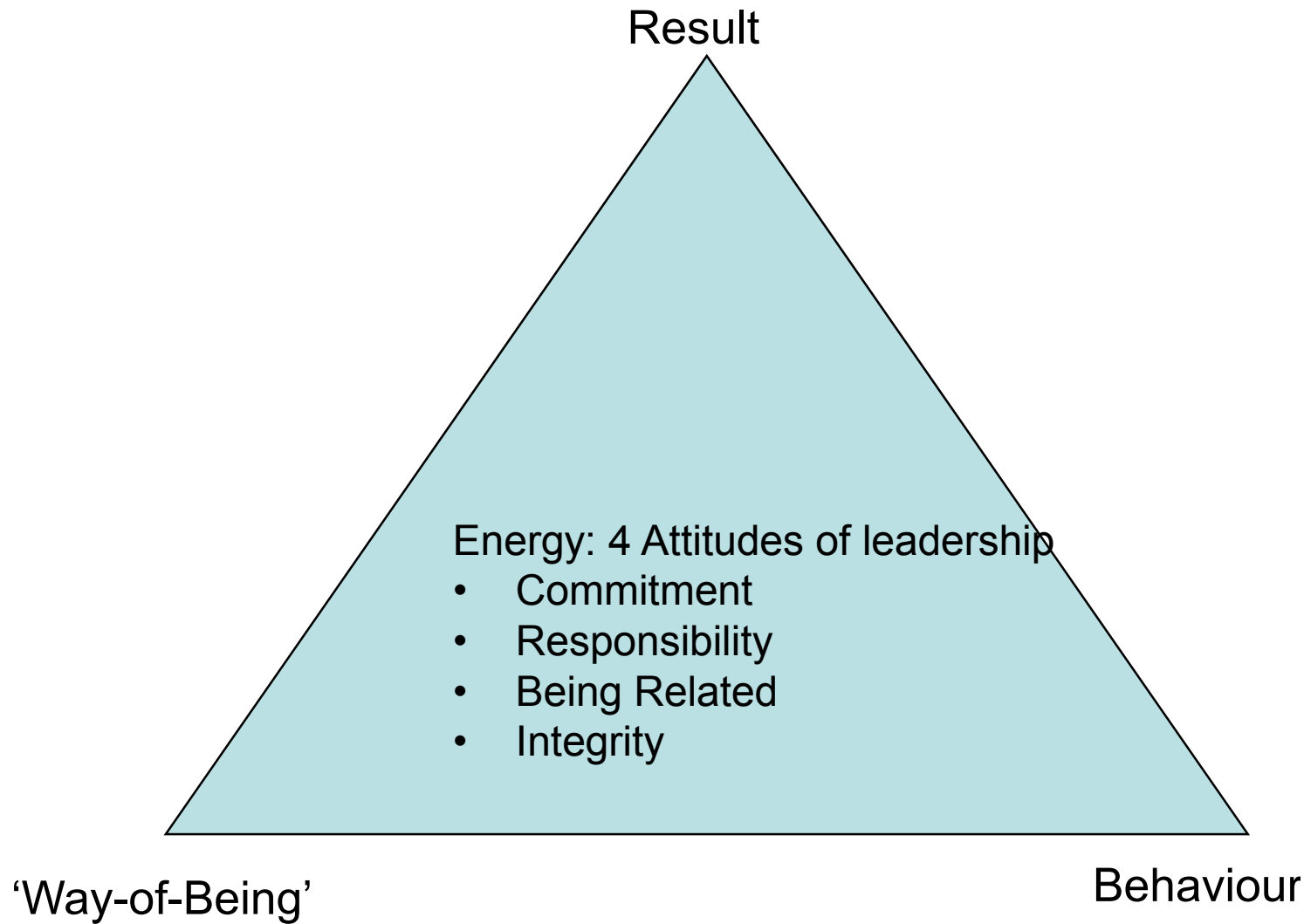
*I don't know what you are talking about.*

The fish is ignorant about the colour of the water.

This leadership program enlightens this ignorance.



# Correlation Result – ‘Way-of-being’- Behaviour

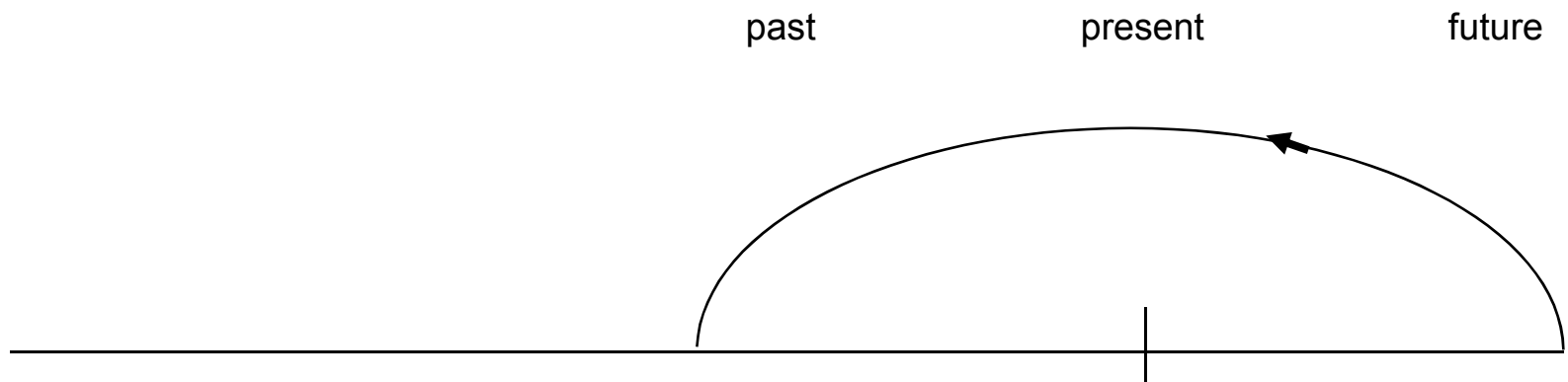


# Thinking in possibilities

- Half-empty glass
- Half-full glass



Program is focused on timeline future-present  
Creating possibilities from the future



# Work definition of leadership

- a. ... develop the ability of 'being possibility' by letting go the need of 'being right', and create productive team
- b. ... create possibility for a group of people, setting them in action and create new results together...

# Work definition of leadership

- c. ...create leaders around you by offering guidance on four attitudinal aspects of leadership: commitment, responsibility, integrity and being in relationship ...
- d. ... develop flexible behaviour which is appropriate under the circumstances.

# Exercise

- 2 persons: A and B
- Person A reflects on the day before
- Person B looks away, doesn't listen
- 2 minutes
- What does person A experience?

# Exercise:

## Correlation mind and matter: 'one creates his own reality'

1. Take a person in mind that you don't like so much.
2. What opinions do you have about this person?
3. In a minute you will have a conversation with this person. You have the doorknob in your hand, you open the door, you see the person sitting at the table.
4. What is happening in the conversation?

# Evaluating this program

- Client must really be committed to the program
- I need an internal consultant to manage intern organization
- The program takes a long time to blossom up

## Risk:

- What to do when a participant doesn't accept coaching?
- What to do when a participant doesn't produce results in project?
- Manage 'we-they' conversations in the organization.

# 6 Months Leadership Program

