



LEADERSHIP DNA



THE RIGHT LEADERSHIP ... MAKES PEOPLE TICK !



21/09/2018



WHO WE ARE & WHAT WE DO



KRIS RAYEN



HR Project Leader – Social Innovation

HR Consulting

Leadership

Growth Culture (Performance Management & Motivational Dynamics))

Employability

Total Talent Management

Surveys

AGENDA

1. HOW INAPPROPRIATE LEADERSHIP ALMOST THWARTED THE DISCOVERY OF THE CENTURY
2. A COCKTAIL OF CHANGES
3. SECUREX REDEFINES LEADERSHIP
4. SUMMARY
5. A SUBSTANTIATED AND INTEGRATED APPROACH
6. SOURCE REFERENCES



1

HOW INAPPROPRIATE LEADERSHIP ALMOST THWARTED THE DISCOVERY OF THE CENTURY

| 21/09/2018

| LEADERSHIP

| 4



DISCOVERERS OF DNA

DISOBEDIENCE LEADS TO BREAKTHROUGH



In 1951, James Watson and Francis Crick discovered the structure of the DNA molecule in barely two years. But what is not often mentioned is that they managed it despite fierce opposition and a harrowing lack of trust from their respective bosses. You might see it as a story about inappropriate leadership.

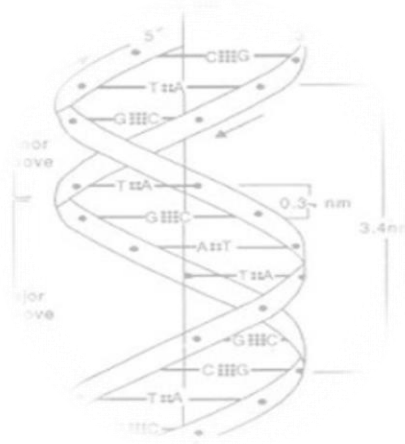
IN TIMES LEADERS WERE EXPECTED TO ENCLOSE THEIR SUBORDINATES IN TIGHT STRUCTURES, DIRECT THEM AND MONITOR THEM CLOSELY

The world today is no longer the same as that of Watson and Crick in 1953.

OUR WAY OF WORKING CHANGES CONTINUOUSLY



SECUREX REDEFINES THE LEADERSHIP DNA!



A photograph of two women in a professional setting. The woman on the left has dark curly hair and is wearing a white blazer over a dark top. The woman on the right has short curly hair, wears glasses, and a patterned top. They are both looking at a document held by the woman on the right. A semi-transparent white banner with a purple hexagon on the left is overlaid on the image.

2

A COCKTAIL OF CHANGES

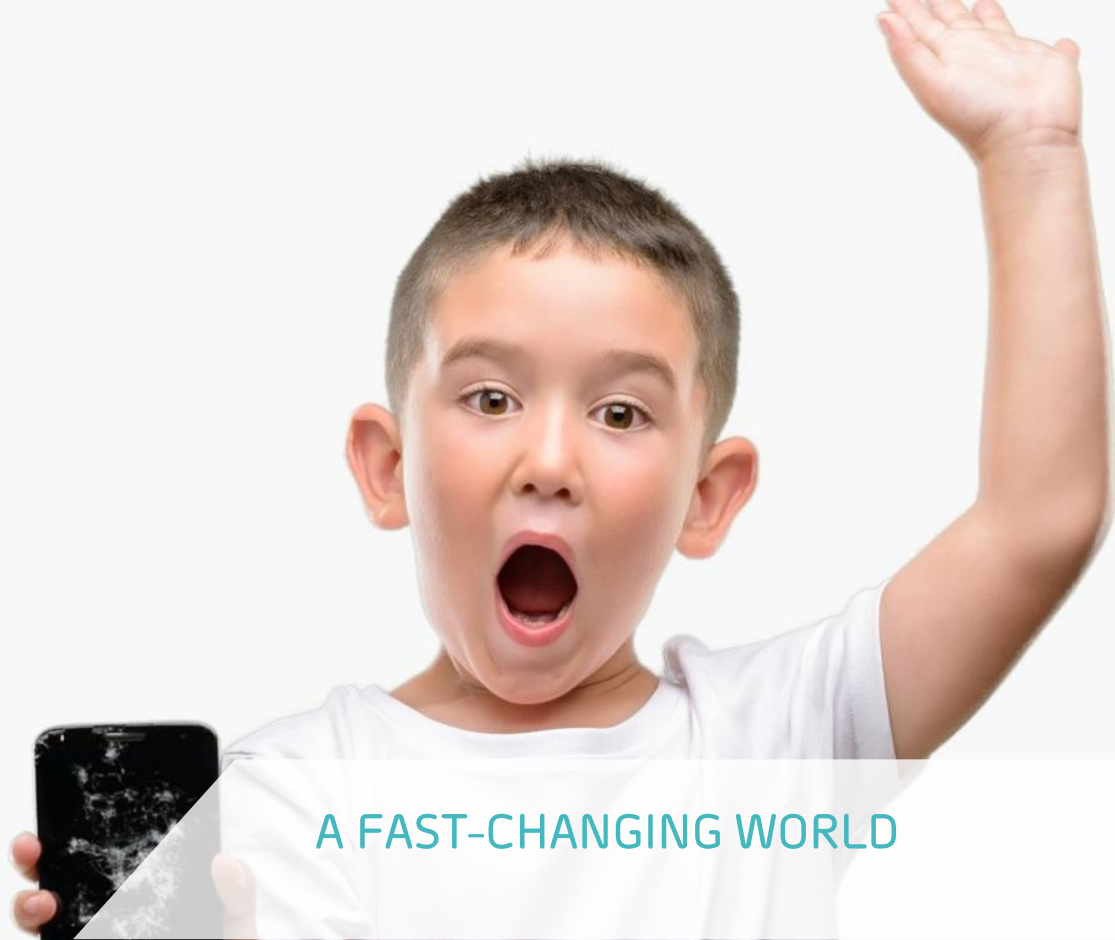
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| LEADERSHIP

| 7



A FAST-CHANGING WORLD



A FAST-CHANGING WORLD



A FAST-CHANGING WORLD



A FAST-CHANGING WORLD

A FAST-CHANGING WORLD



Accelerated urbanisation



Technological changes



Changes to demographics



Climate change and scarcity of raw materials



Shifts in economic power

A FAST-CHANGING WORLD



BELGIAN CEOs:

89%

are concerned about the availability of crucial skills

76%

are worried about the speed of technological changes



A FAST-CHANGING WORLD
DEMANDS OWNERSHIP



A FAST-CHANGING WORLD
DEMANDS AGILITY



A FAST-CHANGING WORLD
CREATES NEW OPPORTUNITIES



A FAST-CHANGING WORLD

CALLS FOR LEADERS AND EMPLOYEES WHO ARE OPEN
TO CHANGE & WHO ACCOMPANY THOSE CHANGES

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| LEADERSHIP

| 18



3

SECUREX REDEFINES LEADERSHIP LEADERSHIP-DNA

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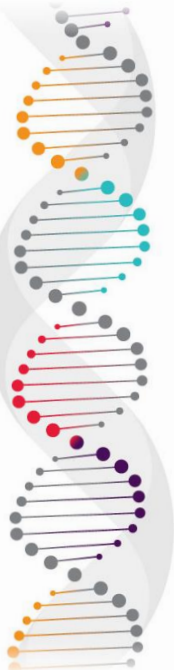
| LEADERSHIP

| 19



LEADERSHIP-DNA

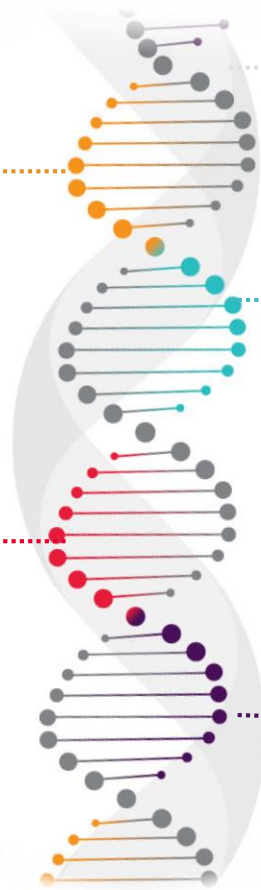
METHOD - FRAMEWORK

- 
- ◆ Through in-depth insights, Securex - in collaboration with various specialists in the field - has developed a **dynamic, robust, universal** and **distinctive** leadership vision.
 - ◆ A **science-supported** and sophisticated approach that brings **sustainable leadership that transcends time, place and culture**.
 - ◆ This vision on Leadership is strengthened thanks to:
 - ◆ own research material, from the Securex HR Research department
 - ◆ business insights and practical experiences, from the Securex expertise centers HR Consulting, Health & Safety and the HR department
 - ◆ academic research material from various chairs and collaboration with Universities



ME

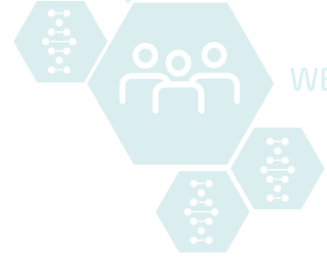
ACTIONS



EXTERNAL CONTENT



INTERNAL
CONTEXT



WE



VALUE
CREATION

A SUSTAINABLE LEADER



ME – LEADERSHIP MINDSETS

A LEADER

- Recognises and knows his/her natural and preferred leadership style
- Develops continuously his/her own way of leading
- Stays faithful to his/her core values
- Learns to accept who he/she is
- Knows his/her own strengths, weaknesses and patterns
- Knows how others see his/her leadership
- Has self-knowledge and self-awareness
- Develops their own leadership mindsets

A SUSTAINABLE LEADER



ME

Consciously develops his/her own 'leadership mindsets'

Underlying personal 'leadership' beliefs (mindsets) have an impact on behaviour.

Behavioural change takes place by changing the underlying leadership mindsets.



LEADERSHIP MINDSETS



How the leader behaves in order to deliver results

What the leader knows and can do

Root-cause perspectives that leaders hold that shape how they choose to behave and where they focus their energy

Those that do are **4x** more likely to be successful

Typically the focus of

80%

leadership development programs

Only **20%**

of leadership development programs focus on mindsets

Source: McKinsey

A SUSTAINABLE LEADER



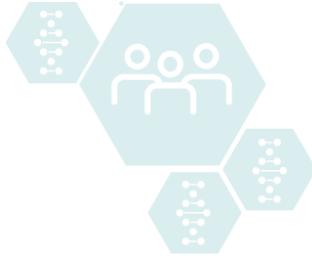
ME

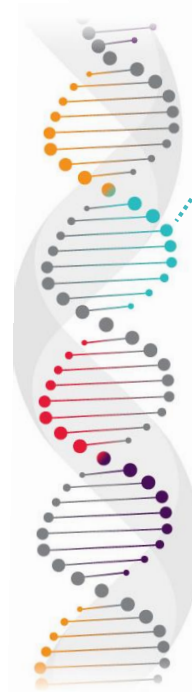
Consciously develops his/her own 'leadership mindsets'



CONTEXT (INTERNAL)

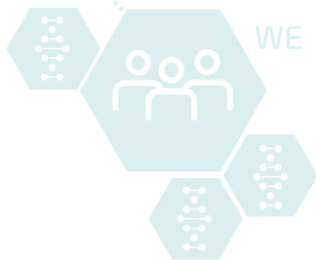
Creates the right climate





CONTEXT (INTERNAL)

Creates the right climate



- ◆ Stands at the rudder of continuous change
- ◆ Shapes a climate of well-being & an environment where people can work in a successful manner, with the right motivation
- ◆ Develops trust, meaningfulness, agility and intrapreneurship
- ◆ Promotes sustainable growth
- ◆ Contributes to a positive climate
- ◆ Creates a 'from Me to We'-culture

A SUSTAINABLE LEADER



ME

Consciously develops his/her own 'leadership mindsets'



CONTEXT (INTERNAL)

Creates the right climate



ACTIONS

Adapts his/her leadership style





ACTIONS – LEADERSHIP ACTIONS

A LEADER

1. Guarantees efficiency, involvement, continuous improvement and adaptability

Adapts his/her leadership style (context, the complexity of a situation, the professional maturity of colleagues)

2. Fosters a culture of Growth ‘performance through learning’
3. Increases motivation by working on basic psychological needs: Autonomy, Belonging and Competences.

THERE IS NO SUCH
THING AS A SINGLE
BEST FITTING STYLE
OF LEADERSHIP

A SUSTAINABLE LEADER



ME

Consciously develops his/her own 'leadership mindsets'



CONTEXT (INTERNAL)

Creates the right climate



ACTIONS

Adapts his/her leadership style



VALUE CREATION

Ensures value is created for all stakeholders





VALUE CREATION – FOR ALL STAKEHOLDERS A LEADER

- Motivates
- Innovates
- Creates growth
- Increases performance
- Improves productivity

"A FAST CHANGING
WORLD CREATES NEW
OPPORTUNITIES"
(WATSON & CRICK)

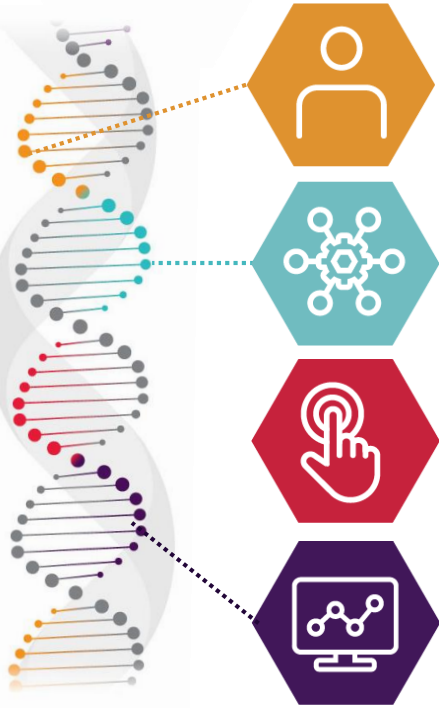
SUSTAINABLE
LEADERSHIP
CREATES VALUE



4

SUMMARY

THE ESSENCE OF LEADERSHIP DNA



We live in a fast and continuously changing world. A world that requires a new leadership DNA. Not a leadership based on tight structures and control like before. But leadership that starts from **meaning, trust, autonomy and solidarity**. A leadership that focuses on talents, on the pursuit of common goals and on performance through learning. That new leadership DNA contains four steps or building blocks that the leader can develop further: the ME or identity of the leader, the internal context or business climate, the actions of the leader and finally the added value the leader ultimately aims for.

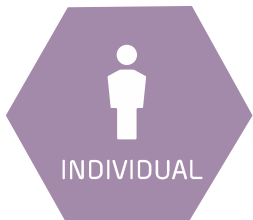
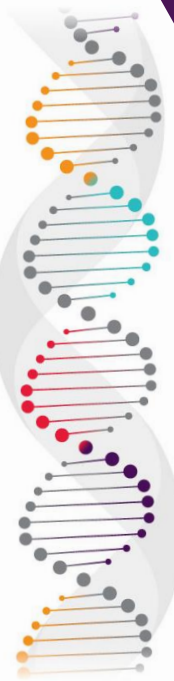


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A SUBSTANTIATED AND
INTEGRADED APPROACH

LEADERSHIP DNA – AN INTEGRATED APPROACH

OUR AIM – HELP COMPANIES BECOME MORE COMPETITIVE



- LeadershipDNA brand (vision- & style creation)
- 360° scan LeadershipDNA
- Culture of Growth (Performance Management & Motivational Dynamics)
- LeadershipDNA workshops
 - Change management
 - The leader as motivator
 - Continuous feedback
 - Job & Career crafting
 - Leadership at a distance
 - Mentally fit
 - From stress to burnout
 - Sustainable way of working
- Teamcoaching
- LeadershipDNA Development Track
- Assessment-, Development- & Awareness Centers
- Individual Coaching

SOURCE REFERENCES



OUR LEADERSHIP DNA IS BASED ON ACADEMIC RESEARCH

BELOW YOU FIND AN OVERVIEW, NON-EXHAUSTIVE, OF THE MAIN STUDIES THAT WE'VE INTEGRATED

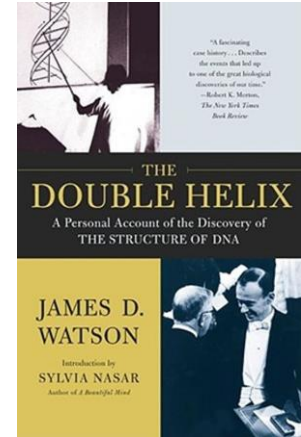
DNA-DISCOVERERS:

I) James Watson, The double Helix

<https://www.bof.com/nl/p/the-double-helix/1001004000612351/?suggestionType=browse&bltgh=iRzdPkiz5u901MCOwDdAkg.1.2.ProductImage>

II) A short review of “The double Helix”

<https://www.nrc.nl/nieuws/2012/08/02/zomerlezen-12349670-a595372>





OUR LEADERSHIP DNA IS BASED ON ACADEMIC RESEARCH

BELOW YOU FIND AN OVERVIEW, NON-EXHAUSTIVE, OF THE MAIN STUDIES THAT WE'VE INTEGRATED

LEADERSHIP

- I. Yukl *et al.*: presented a hierarchical taxonomy with three meta-categories (task, relations, and change behavior) of leadership. This taxonomy provides a parsimonious and meaningful conceptual framework that shows how the leadership behaviors (i.e. transformational and transactional leadership, laissez-faire, consideration, and initiating structure as well as LMX) are interrelated theoretically.
 - I. Integrating leadership research: a meta-analytical test of Yukl's meta-categories of leadership (Lars Borgmann, Jens Rowold and Kai Christian Bormann)
 - II. Trait and Behavioral theories of leadership: an integration of meta-analytic test of their relative validity (D. Scott Derue, et al.)
- II) Quinn & Cameron: The Competing Values Framework (CVF) is one of the most influential and extensively used models in the area of organizational culture research.
- III) Schwartz: The Schwartz Theory of Cultural Values provides theories of values at both the national- and the individual levels



OUR LEADERSHIP DNA IS BASED ON ACADEMIC RESEARCH

BELOW YOU FIND AN OVERVIEW, NON-EXHAUSTIVE,
OF THE MAIN STUDIES THAT WE'VE INTEGRATED

AUTONOMOUS MOTIVATION

Deci & Ryan: Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being



OUR LEADERSHIP DNA IS BASED ON ACADEMIC RESEARCH

HEREUNDER FOLLOWS AN OVERVIEW, NON-EXHAUSTIVE, OF THE MAIN STUDIES THAT WE'VE INTEGRATED

PERFORMANCE MANAGEMENT

- I) Carol S. Dweck: The Growth Mindset. Carol Dweck is Professor of Psychology at Stanford University and author of Mindset: The New Psychology of Success.
- II) Teresa Amabile and Steven Kramer: The Progress Principle. Using Small Wins to Ignite Joy, Engagement, and Creativity at Work



THANK
YOU

Kris Rayen

HR Project Leader
Social Innovation

T +32 474 98 30 05

E Kris.rayen@securex.be

www.securex.be