

EQUASS Conference

Vilnius, 20-21 February 2017

Organised by



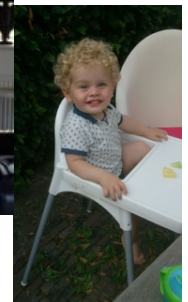
EQUASS - European Platform for
Rehabilitation

In collaboration with



Valakupių reabilitacijos centras
Lithuania

Herma Veltman



Experience and interest

Academic for teachers with speciality arts / Master of business Administration/
Change management

16 year ROC Friesland College 8 year labour organization 10 year REA College

Interest

- leadership based on trust
- change management
- innovation of organizations
in VET and labour market
- Semco Style to TEAL organizations



My experience with EQUASS

Former marks...ISO, HKZ, BLIK op Werk

Numbers, rates, measurement,

Always remarks, advise

Happy we made it....

Ready for a few years....



EQUASS

Working together, all the employees and students

Stakeholders and parents and labour market involved

We were proud as ambassadors and looking forward

Tips and tops for everybody



Aim of this workshop

Contribution to leadership to the quality culture of social service providers
and how leadership can strengthen the quality culture



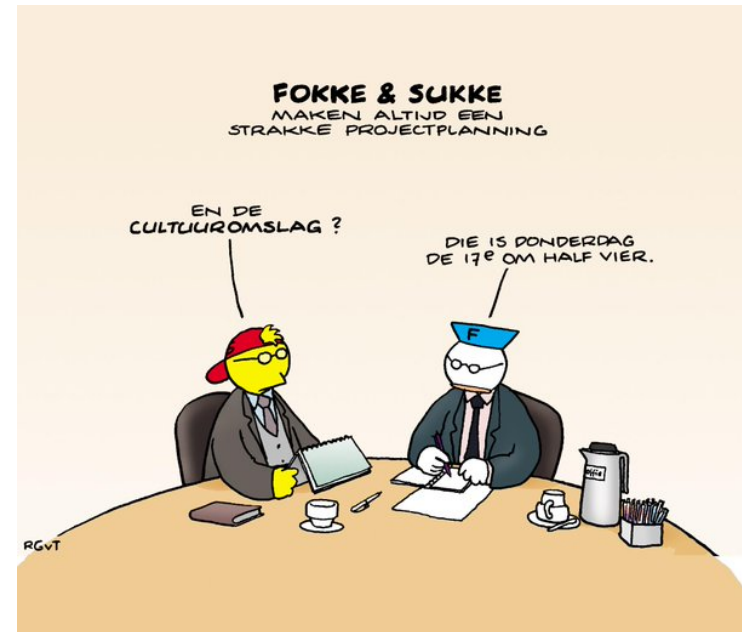
Question 1

- Did you ever have a good leader...
- Did anyone work with a very bad leader....



Workshop Leadership EQUASS

- History
- Shift in era and great shifts
- Leadership and quality Europe
- Leadership and quality in your country
- Definitions
- Your role in this process
- Interactive part
- Some cases
- Conclusions and some useful pictures.....



History.....

Middle ages: workers do everything

→ industrial age leaders think, labourers do

The splitting between thinking and to do

- Not motivated employees
- Complex structures
- No flexibility to change with needs for the client
- The systems in the organizations are leading
- The change in the top changes everything



Shift in ERA

we do not live in an age of change but in a change of ERA

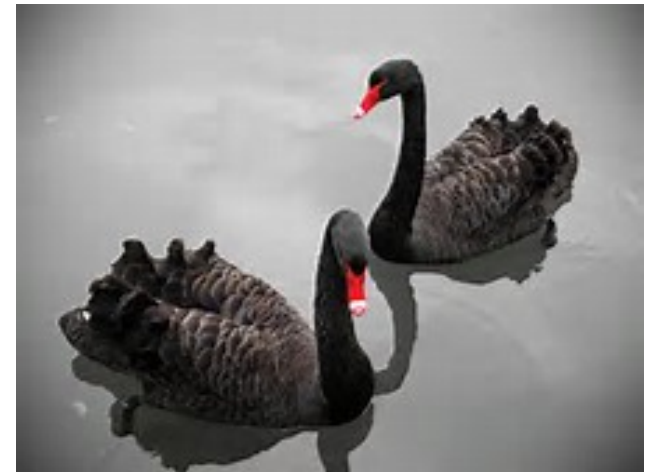


- Hierarchy top down does not work anymore
- Change is structural, fast, big, complex
- New jobs, robots and automation
- Trends are unpredictable
- Media Ethics and rights
- Knowledge is available everywhere
- Disruptive business'(whats app)



Great shifts

- Black swans: you can not make the world
- Paradigm shift in society, economical, happiness.
- Economy; sustainable. Decentralizing, circular
- Power is everywhere, knowledge , network and access
- It's not about rich or having material, it is access
- There is abundance no scarcity
- Spreading and access for all is important



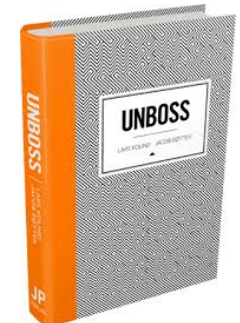
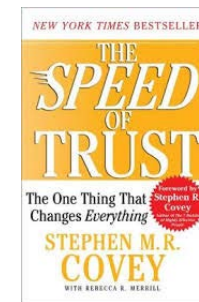
Shift in future organizations

- The success of an organization depends on the people: not the strategy, not the processes nor the systems
- How to mobilize energy, think power and initiative of all employees?
- Trust in the power and self management and self organizations.

Sources of inspiration

Ricardo Semler (Semco Style), Robert Greenleaf (the servant as leader), Steven Covey (Speed of Trust), Lars Kolind (Unboss), Laloux (Re-inventing organizations), Brafman (the starfish and the spider)

My experiment was in the Netherlands



Values and culture in REA College

- Everyone has an empowering attitude
- Everyone acts as an ambassador
- Everyone is responsible for results
- Everyone plays an important role
- High expectations for the staff
- Pronounce, make an appointment correct
- We don't listen to: this is no part of my job...
- One has to make mistakes..
- Humour and fun: Yes
- Autonomy and confidence



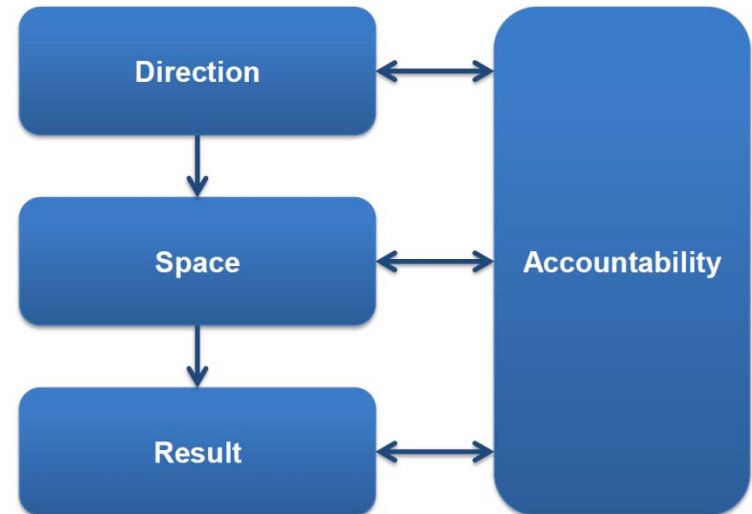
Results

- Self steering team
- High performance
- Co workers with grit and drive
- Highest rankings in satisfaction, low sickness
- Help each other
- Voluntary quality mark
- Act if it is your own business
- Quality from coincidence to organized
- From harness to heart;
- From temporary to permanent
- It never finishes...and an easy job for me....



The role of the leader in this process

- Vision and direction
- Make results and expectations explicit
- High trust, high penalty
- Give space for creativity and ideas
- Sometimes too much initiative
- At grow; cell splitting
- Differential leadership
- It does not workdamaged team
- Best from scratch on
- Departure manager: let them choose a new one



Leadership and quality in your country

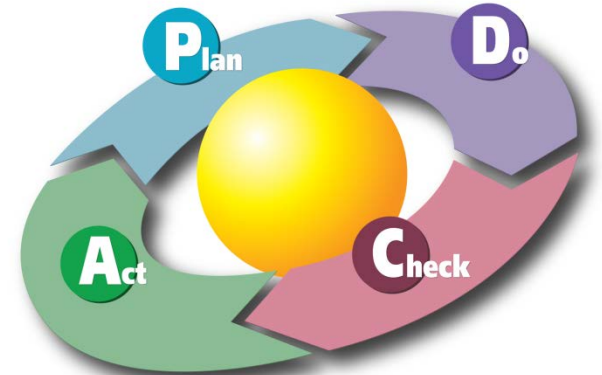
If you can change a thing in your organization, that would it be

Topics Leadership and quality in Europe

- Selfmanagement
- Wholeness
- Evolutionary purpose
- Innovation/never ending
- Growth mindset
- Empowerment



Definitions of leadership in EQUASS



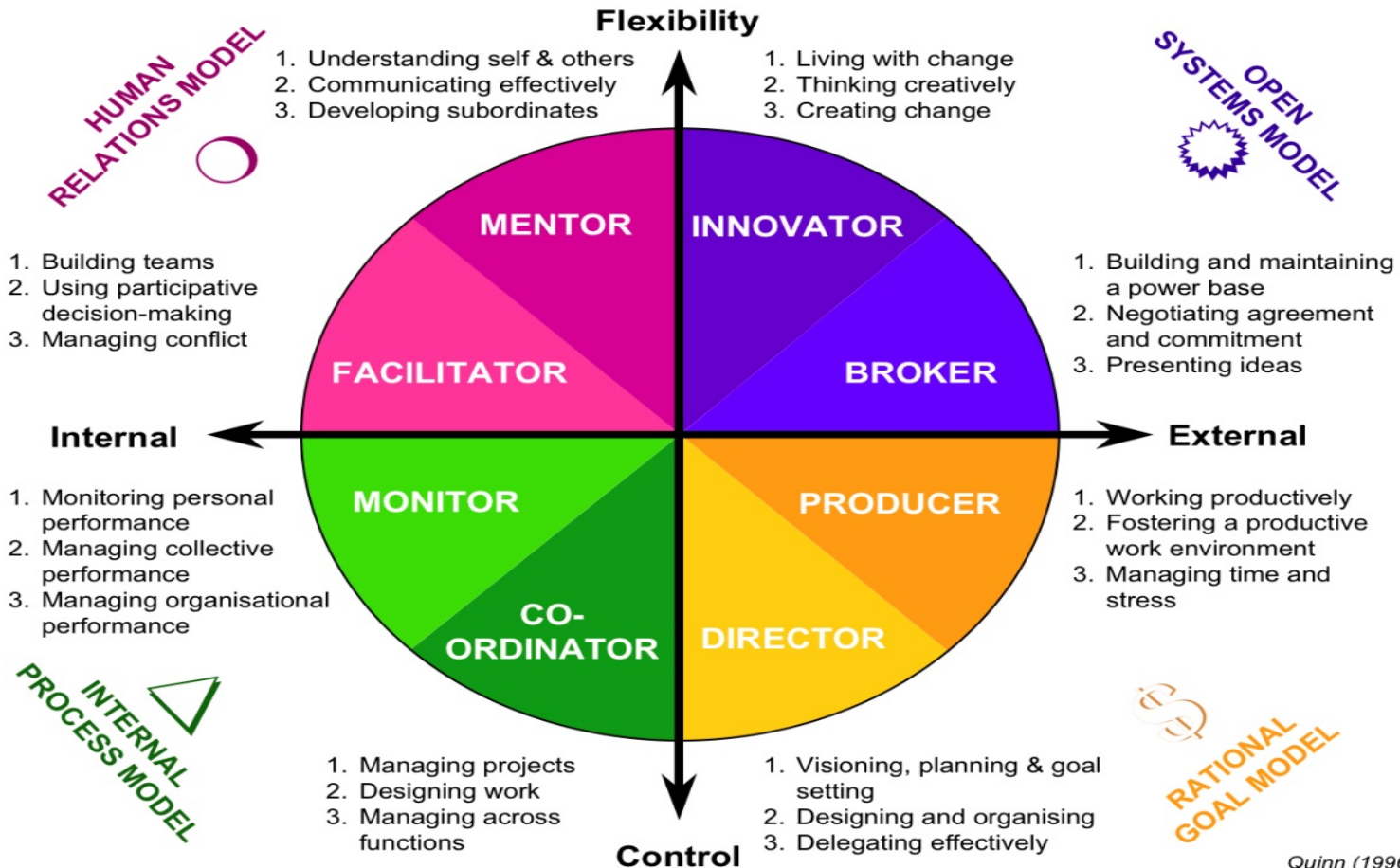
- It is about organizations not the leaders
- Vision and mission on human and society and impact
- Leading organization is strong in communication and works systematically on quality
- Attend and fight for rights for people with disabilities
- Result orientation and continuous improvement
- Leadership to employees and students/ clients in involvement participation and inclusion
- Leadership and wholeness, self steering and commitment
- Individual leadership characteristics

2018



-
- Less documents and less bureaucracy
 - More implementations
 - Quality culture
 - Work with quality continuously
 - Fair and square instead of yes and no
 - More valuable
 - Unique and organic....

Value Framework Quinn



Quinn (1996)

Question

- This model gives us a view on competences and skills you need to be in a leading role.
- What kind of leader are you?

Please make the test....

-
- http://www.ifbd.be/en/quinn_test

What kind of leader are you

- What did you learn today and how will you strengthen the quality culture in your organization?

Future Leader

- Visionary, drive, broadly interested, limitless curious regarding improvement,
- Trust in the future and in the staff and employees
- Self management needs top leaders
- True leaders don't create followers, they create more leaders.



"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

John Lennon

Some useful pictures for your pin-board

