



## Leiden Leadership Programme - September 19th 2024 - Orientation Seminar



**Universiteit  
Leiden**  
The Netherlands

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# WELCOME

Prof. dr. Ben Kuipers

Annefleur Teeuwen – Relations manager LLP

Pascal Neuteboom – Programme assistant LLP

Rush Massey – LLP alumni student



# Programme Orientation seminar

17:15	Walk-in
17:30	Leadership Sample Seminar
18:00	General introduction to the Leiden Leadership Programme
18:30	Break
18:45	LLP Student Presentations Rush Massey
19:15	Questions and Answers Session
19:45	Closing



# Leadership Sample Seminar



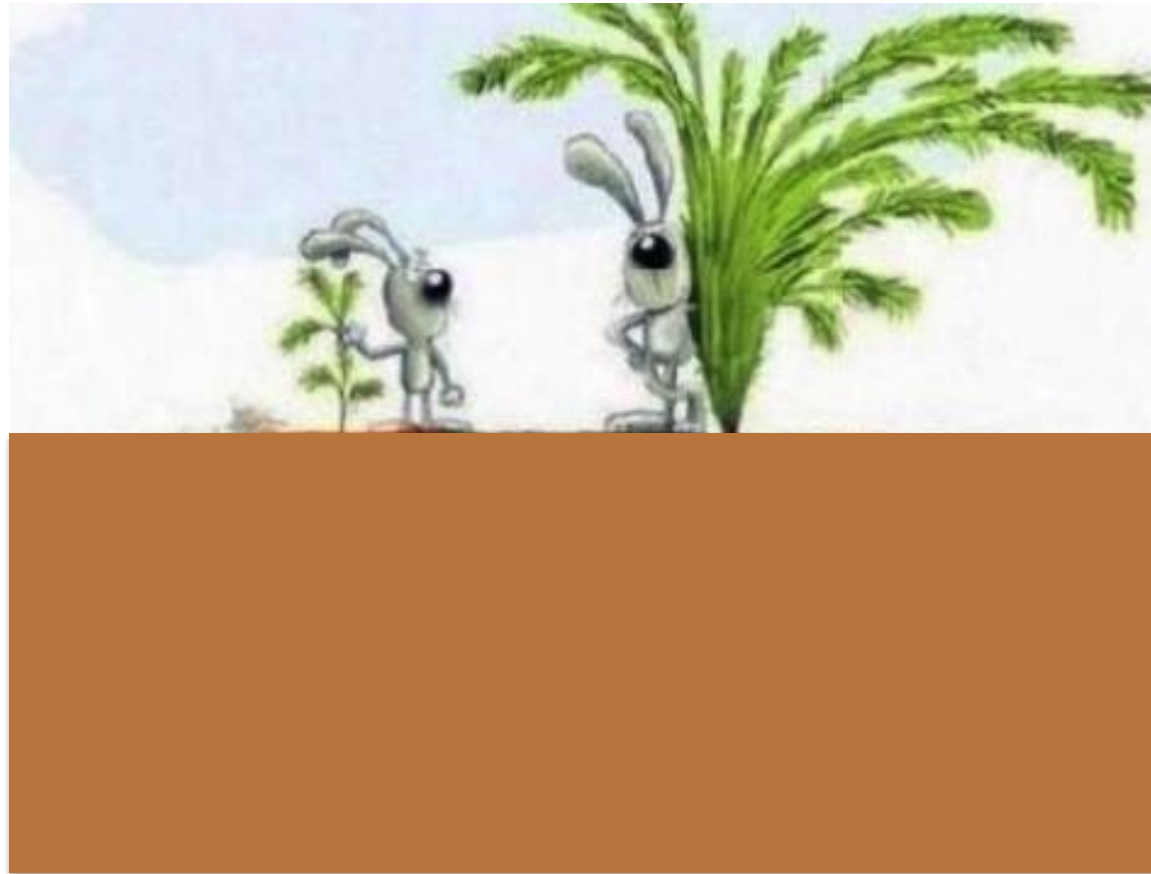
**How to change the world  
without changing yourself.  
*The art of making an impact***



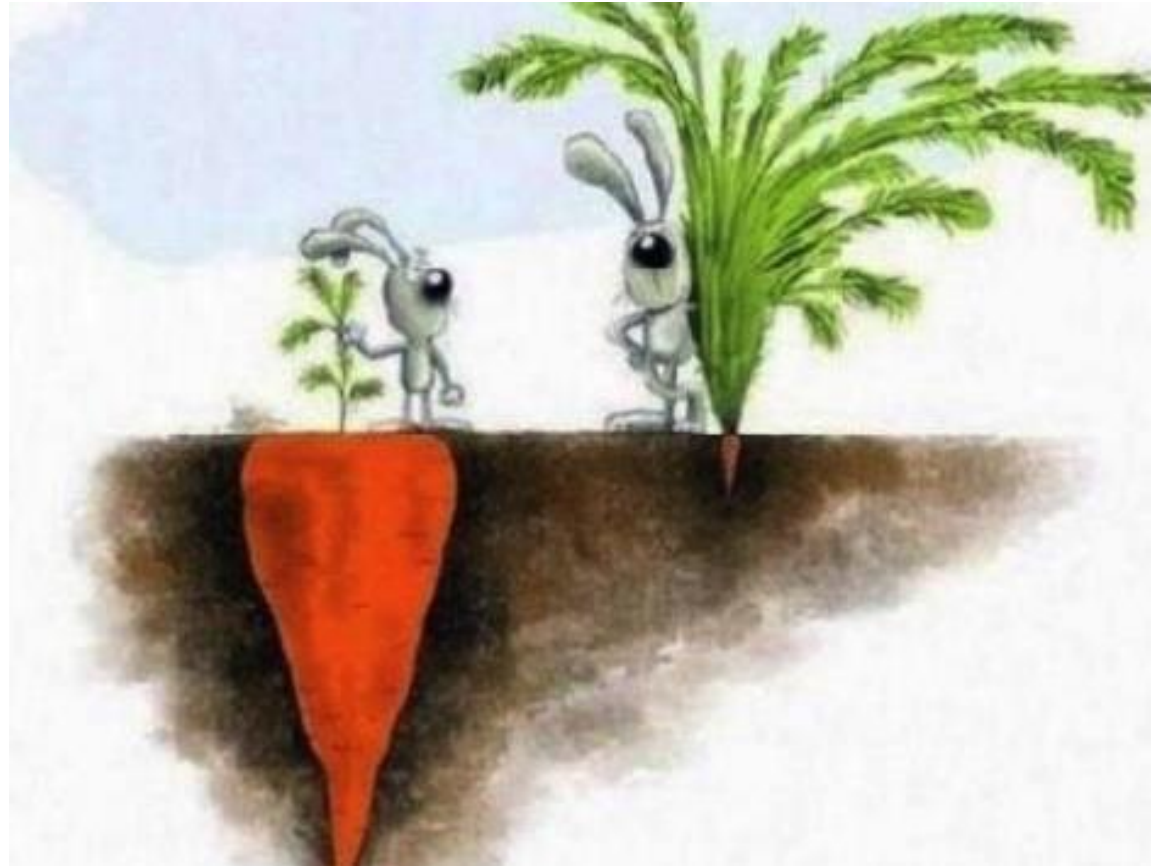
**Universiteit  
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**IMPACT AND CHANGE ARE ALL ABOUT  
LEADERSHIP**



## **IMPACT THE HARD WAY**



## **IMPACT THE HARD WAY**



# Two stories about intentional change

## The planned way

- We'll design the change beforehand
- Once we know where we want to end up, we can break it down into a plan
- Communicating the goals and the plan will create clarity and transparency to everyone
- We manage the plan and involve others to make the required steps
- Where needed we tackle resistance and disruptions
- We're moving from A to B

Based on Van der Voet, Groeneveld & Kuipers (2014)

# Two stories about intentional change

## The planned way

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## The emergent way

- We see a need for change and engage in a conversation with others
- We're jointly crafting an image of where we want to head to
- We create room for everyone to make steps
- We evaluate, exchange lessons learned and review our image of where we're heading
- We continuously check experiences and new inputs
- We're moving from A to, B, C, D or E?

Based on Van der Voet, Groeneveld & Kuipers (2014)

# What is the success of change?

- Change is ambiguous
- Change is context dependent
- It matters who you ask
- It matters when you ask
- It depends on what you can measure



Based on Hughes (2011)

# Change embeddedness



“A situation where members of a workgroup or team collectively have positive feelings about a change (*affective*), understand the change and think positively about it (*cognitive*) and exhibit the *behavior* in accordance with the desired change.”

Higgs, Kuipers & Steijn (2022)

## Leadership in (complex) change



Higgs, Kuipers & Steijn (2022)



- Making change to... directing the change process (clarifying, planning, monitoring, problem, solving)



+ Involving to the change goals and how to achieve them



+ Engaging and empowering others to create change in terms of directions and capabilities



+ Boundary spanning, external networking, connecting to others



+ Connecting shared purpose to the change and creating belonging

# Lessons for your leadership

Leadership and change are social processes; engage!

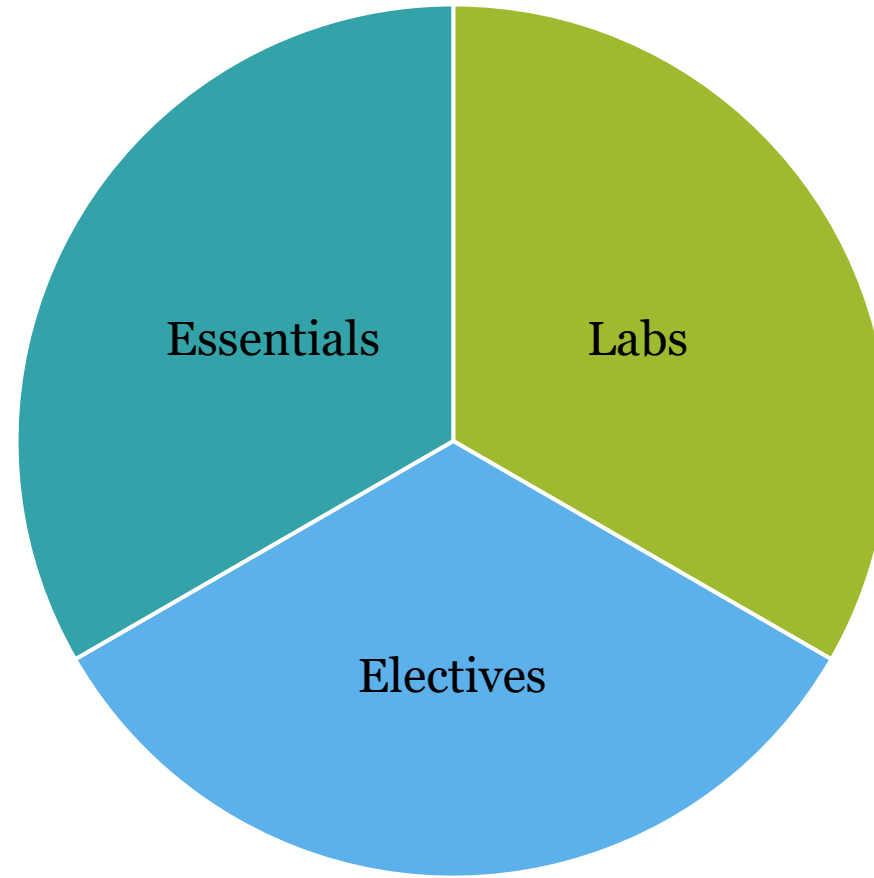
1. Why?
2. Where?
3. Who?
4. How?
5. What?



# Introduction Leiden Leadership Programme



# Components





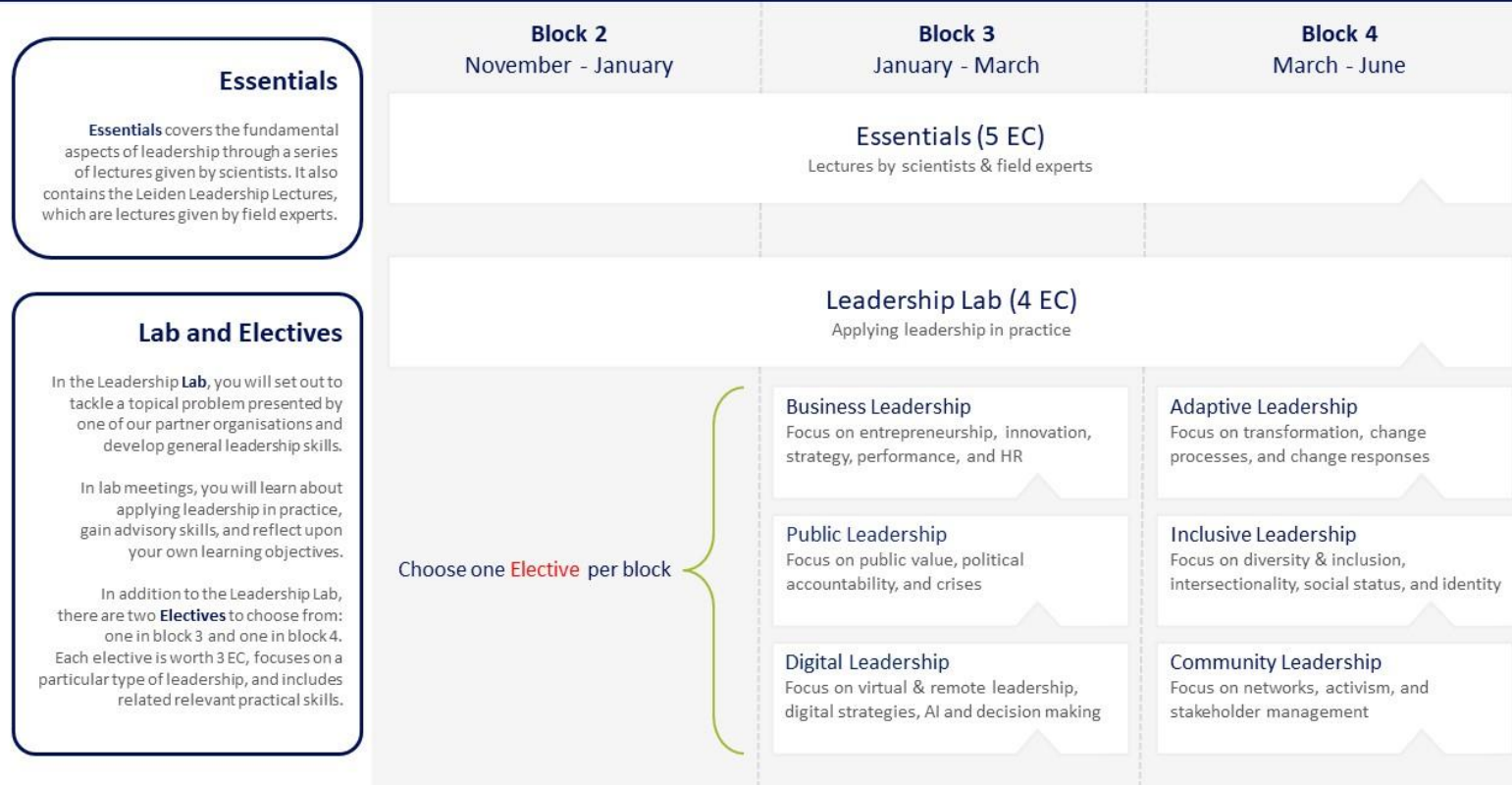
# Introduction Leiden Leadership Programme

Essentials

Labs

Electives

## Leiden Leadership Programme 2024-2025



## Essentials

The Essentials will cover the fundamental aspects of leadership through a series of academic lectures and invited lectures by experienced professional field experts: the Leiden Leadership Lectures.

LLP Essentials makes up the core component of the Leiden Leadership Programme and consists of 5 EC.



## Labs

In the Leadership Lab (4 EC), you and your team will tackle a real-world challenge from one of our partner organizations while enhancing your leadership skills.

You will work in interdisciplinary and (inter)national student teams of an average of 5 students to solve a leadership issue within one of the partner organizations of the LLP.

The Leadership Labs are all centered around a societal theme.

Skills are key to making an impact and can be directly applied in the practical assignment. We offer 3 skills trainings during the Labs.



# Lab assignment



# Electives

Electives (3 EC) provide in-depth coverage of specific leadership theories and related skills. They offer students the opportunity to further specialise and deepen in specific aspects of leadership.

You choose two of the six electives, in which you work in-depth on specific leadership themes.

First round (January / March)	Business Leadership Public Leadership Digital Leadership
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Second round (March / June)	Adaptive Leadership Inclusive Leadership Community Leadership
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Each Elective offers 1 skills training to provide support.



# Student Experience



Speakers: Rush Massey

# Rush Massey: My Leadership Lab

## Introducing LLP Greening Team 2023



The LLP Sustainability and Climate Lab Team consists of **Anastasia Angeletou, Fitzroy MacLean, Guust Bregman, Jana Hoffmann** and **Rush Massey**.



**LEIDEN  
INTERNATIONAL  
FILM FESTIVAL**

- Task 1: Evaluation of LIFF's carbon footprint and practices**
- Task 2: Market research on sustainable film festivals**
- Task 3: Sustainability goals of the Leiden municipality**
- Task 4: Stakeholder surveys for volunteers and film industry**
- Task 5: Green partnerships within the Leiden community**



**Johan Jan Beukman**  
Governance and global Affairs

# Team LLP-LIFF: Cultural Changemakers for Community Impact!

Consulting Report | Leadership Lab Project

LLP x LIFF 2023

## Sustainable Leadership Goals for Greening Film Festivals

“We believe it is **never too early to start talking** to stakeholders more **consciously and creatively** about climate action”.





# QUESTIONS



# LLP Schedule 2024 – 2025

Classes are offered primarily on Mondays and Thursdays.

## Essentials – 10 sessions

Thursdays from 19.15 – 21.00 hrs

## Labs – 8 sessions

Mondays from 17.15 – 19.00 or 19.15 – 21.00 hrs

## Electives – 8 sessions in total (4 per block)

Thursdays from 19.15 – 21.00 hrs

Start from January - March and April – May

## Skills trainings

Are offered on different days of the week.  
Students are notified in advance by email to provide preferred dates.

## Lab Skills trainings

2 Training sessions 6 hours / 1 Training session 4 hours

## Elective Skills trainings

2 Trainings – each session is 4 hours

2024 november						
maandag	dinsdag	woensdag	donderdag	vrijdag	zaterdag	zondag
28	29	30	31	01	02	03
Autumn Holidays						
04	05	06	07	08	09	10
	Essentials Introduction Evening LLP 19:00-21:00		Essentials Lecture 1 19:15-21:00			
11	12	13	14	15	16	17
Skills training 1 Option 1 15:15-21:00			Essentials Lecture 2 19:15-21:00		Skills training 1 Option 2 10:15-16:00	
18	19	20	21	22	23	24
Leadership Lab 1 17:15-19:00 19:15-21:00	Skills training 1 Option 3 15:15-21:00	Skills training 1 Option 4 15:15-21:00			Skills training 1 Option 5 10:15-16:00	
25	26	27	28	29	30	01
		Skills training 1 Option 6 10:15-16:00	Essentials Lecture 3 19:15-21:00			
02	03	Notices:  Each student attends three Skills trainings for the Leadership Labs (one per session) and one for each Elective. There are six available times for each Leadership Lab training and two or three for each Elective training. Everyone will receive an email beforehand to indicate their preferred dates for scheduling all Skills trainings.				

*Preliminary schedule can be found on our website*

# Q & A

## **Duration and planning**

The program takes place between November 2024 and June 2025.

## **Locations**

All classes / seminars are in Leiden.

## **Certificate**

You will receive a certificate upon successfully completing the programme.

## **Language**

The programme is taught in English. The Leadership Labs are also presented in Dutch.

## **Application and deadlines**

Applications for the academic year 2024-2025 started on September 1<sup>st</sup> 2024.

The application deadline is **September 30<sup>th</sup> 2024**.

Students will not be selected on the basis of the application date.

You can find the application form and selection rules on our website.

# Enthusiastic to sign up?

## Profile

You are eligible for the program if you recognize yourself in the following profile:

- You are doing your master's degree at Leiden University, Delft Technical University, or Erasmus University Rotterdam during the academic year 2024-2025;
- Your schedule allows you to take part in an intense extra programme in addition to your regular master's classes;
- You have the ambition and the motivation to learn more about leadership (practice as well as theory);
- Societal themes interest you. You are willing to look beyond your own discipline, and you want to work with students from different professional fields;
- You have received good marks during your bachelor's degree (>7,0 out of 10,0 or a comparable score when using a different grading system) or have an explanation as to why you have not.

## Contact information

### Visiting address

Old Observatory, room A003  
Sterrenwachtlaan 11  
2311 GP Leiden

### Contact details

Email: [leadership@ha.leidenuniv.nl](mailto:leadership@ha.leidenuniv.nl)  
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# LEIDEN LEADERSHIP PROGRAMME TEAM



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Programme assistant