

# Leiderschap als het spannend wordt

Gerda van Dijk

A wide, grassy dike stretches from the foreground into the distance. On the left side of the dike, there is a body of water. A paved path runs along the right side of the dike, where two people are walking. In the background, there are some buildings and fields under a blue sky with scattered white clouds.

# Ontwikkelingen in het denken over leiderschap

- Focus op individu en individuele kenmerken (trait.)
- Focus op relatie leider-volger (transactioneel, transformatief)
- Focus op leiderschap als kenmerk van een systeem (distributed/adaptive/inclusive/servant leadership/complexity leadership/contextual leadership)

Maak onder invloed van maatschappelijke ontwikkelingen...

Alle 3 tegelijkertijd

**INCREASING UNCERTAINTY  
ABOUT SOLUTION TO  
PROBLEM**

**Complex/  
wicked**

**complicated/  
tame**

**simple  
critical**



**COMMAND:  
PROVIDE  
ANSWERS**

**MANAGEMENT:  
ORGANIZE PROCESS**

**LEADERSHIP:  
ASK QUESTIONS  
“so the solution  
emerges”**

**hierarchical  
hard power**

**calculative  
power**

**normative  
soft power**

**INCREASING  
REQUIREMENT FOR  
COLLABORATIVE  
RESOLUTION**



***What do you mean?***

***How do you know?***

**..meervoudige  
waardenafweging...**

***How to do?***

***How to be?***

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- A yellow office chair is shown from a rear perspective. The backrest is severely damaged, appearing charred and layered, with a small flame visible at the top. The seat and armrests are intact and yellow. The chair is on a grey floor against a grey wall with small holes.
- Connectedness
  - Positive enhancement
  - Predictability

Urs Fischer,  
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van reflex naar reflectie





[www.gerdavandijk.nl](http://www.gerdavandijk.nl)