

## ***My own roadmap towards NEW Leadership***

*Goldsmith*

After my introduction on Servant Leadership at the Zeeland University of Applied Sciences in 2009, André de Korte presented me with Marshall Rosenberg's book "*Non violent Communications*".

When, shortly afterwards, I noticed a leaflet from Focus Conferences, which mentioned Marshall coming to The Netherlands, I did not hesitate for a moment and booked my ticket. I booked a ticket for Marshall Rosenberg's lecture... only to realize then, that I would be attending a lecture by Marshall Goldsmith. To date, I have attended two presentations by Marshall Goldsmith's and not regretted this. He positions management where it belongs, close to yourself.

I enjoyed his 'performance' tremendously. We connected in a very special way when he allowed me to use his book "*What brought you here won't get you there*" for my Marcus-Evans presentation in Cannes of May, 2010.

As a token of my appreciation for his allowing me to use his book I have promoted it through LinkedIn, Twitter and Facebook, aspiring to get Marshall into the top 3 during the election of the 2011 Harvard Business Review Top 50 Thinkers list. I was surprised to find that Marshall ended at the Number 1 Position.

Marshall's reaction:

**Dear Koos,**

**Greetings from Tampa – San Diego! On Monday night, I was given a very nice award at the Thinkers 50 Conference in London (sponsored by Harvard Business Review). The friendship and support that you have given me helped make this possible. Life is good.**

**Marshall**

Following that, I asked Marshall to give his permission to quote his bad habits for our Dutch book "*Authentieke leiders, echte Leiders*". Marshall agreed and sent me the following message:

**I am more than happy to be a part of this worthwhile effort. The thoughtful guidelines will not only help leaders become better - they will help the leaders key stakeholders have better lives!**

*Kotter*

In 2008 I had also attended a Focus Conferences seminar by Harvard professor John Kotter, the most prominent change management guru in the world and author of "Our iceberg is melting - succesful change management under difficult circumstances" and "A sense of urgency". I expected him to talk about the 8 stepping stones in change management. From "A sense of urgency" to "Stick to it", solidifying his position on the matter. To the contrary, John Kotter mainly spoke about people, team spirit, leadership and empowerment. A memorable experience!

That afternoon with John Kotter was the inspiration for my column "Authentic leadership - warm bath or cold shower", which was published in late 2008.

### *Authentic Leadership*

Prior to that - also at Focus Conferences - I took nine classes on Authentic Leadership. Another true feast of recognition. As you will have understood by now, Leadership is my passion! I was inspired to focus on this theme. It makes my eyes sparkle. People are pivotal to transformation processes. It starts with them. I feel supported in my vision. The lectures on "Authentic Leadership" as well as my encounters with Marshall Goldsmith and John Kotter have greatly influenced my vision on Leadership.

Note: The 20 bad habits of Leaders.

1: Winning too much. 2: Adding too much value. 3: Passing Judgements. 4: Making destructive comments. 5: Starting with 'no', 'but' or 'however'. 6: Telling the world how smart we are. 7: Speaking when angry. 8: Negativity or 'let me explain why that won't work. 9: Withholding information. 10: Failing to give proper recognition. 11: Claiming credits that we don't deserve. 12: Making excuses. 13: Clinging to the past. 14: PLayer Favorites. 15: Refusing to express regret. 16: Not listening. 17: Failing to express gratitude. 18: Punishing the messenger. 19: Passing the buck. 20: An excessive need to be "Me".

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