



**WELCOME**

# **BASIC MANAGEMENT training**

**Everard van Kemenade, PhD.**



Before we start: what is on your mind?





# Content Day 1

## 1.1. Introduction

1.1.1. Getting to know each other

1.1.2. Hopes , fears and expectations

1.1.3. Our mindset

1.1.4. Objectives of the course

1.2. Leadership



# 1.1. Introduction

## 1.1.1. Getting to know each other

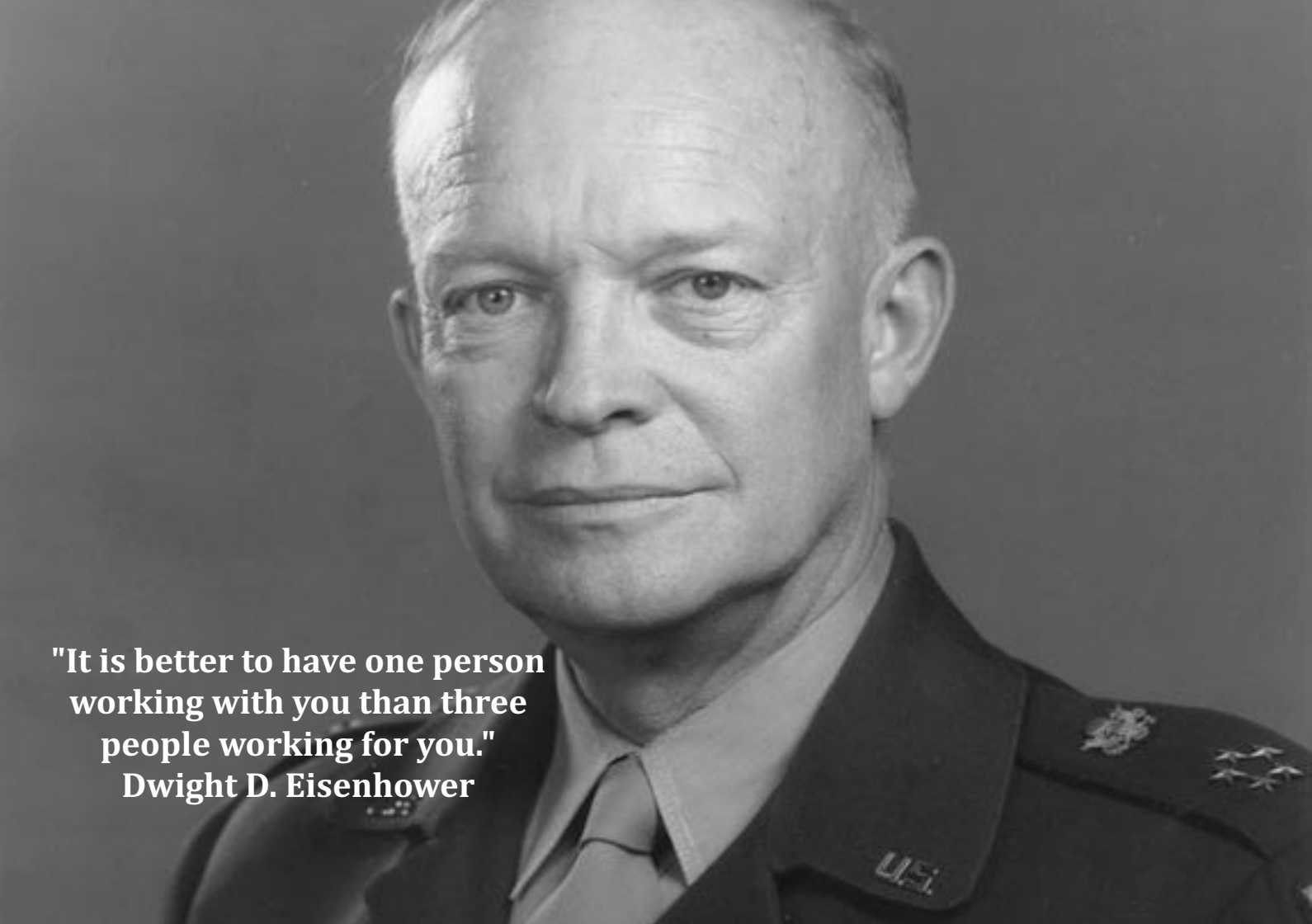
- Name
- Function in your organisation
- Your leadership example



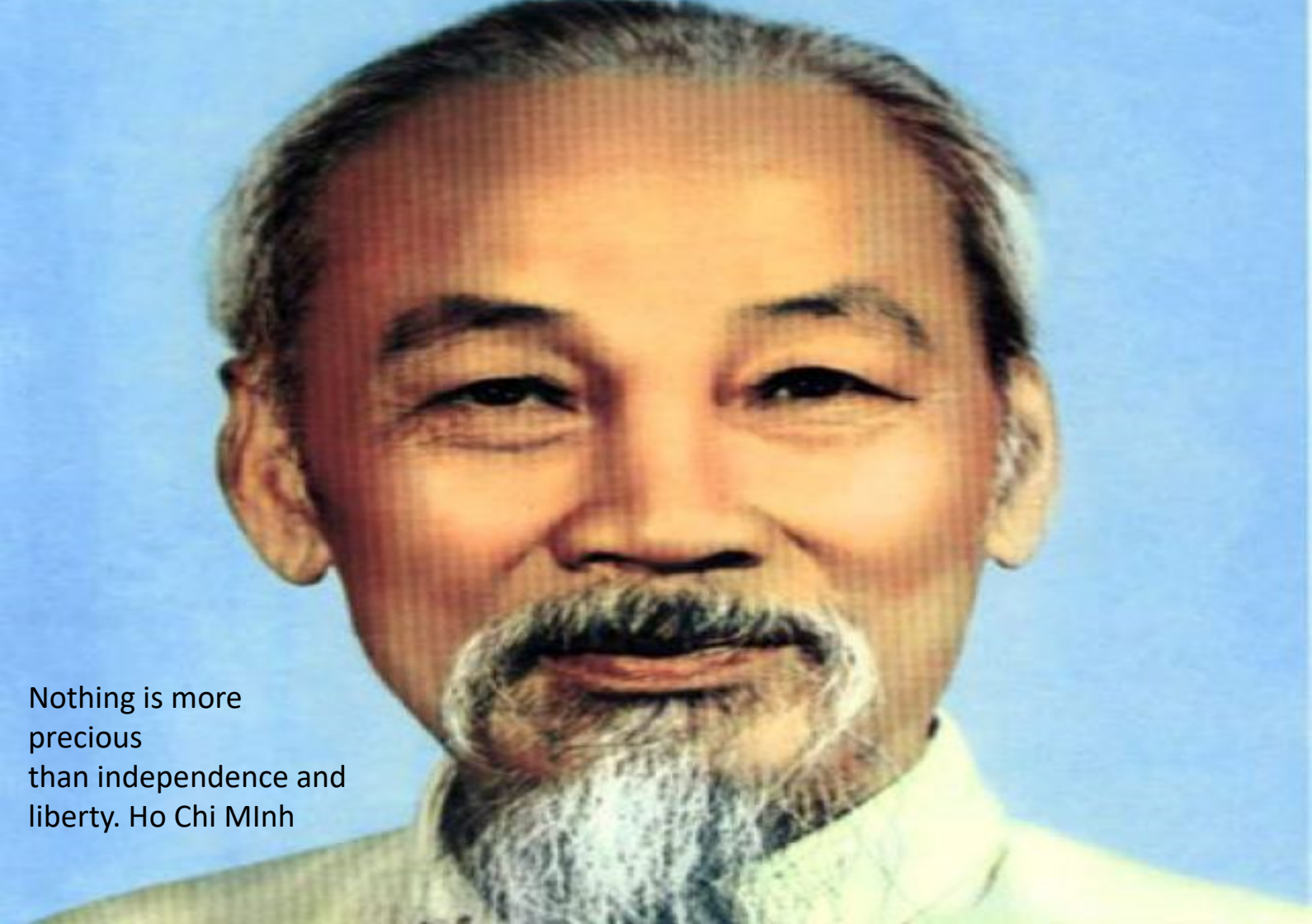
**“A leader. . . is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”**



[A genuine leader is not a searcher for consensus but a molder of consensus.](#)

A black and white portrait of Dwight D. Eisenhower, a former U.S. Army general and the 34th President of the United States. He is shown from the chest up, wearing a dark military uniform with a light-colored shirt and tie. On his left shoulder, there are four stars, indicating his rank as a four-star general. The background is a plain, dark gray. The lighting is soft, highlighting his facial features.

**"It is better to have one person  
working with you than three  
people working for you."  
Dwight D. Eisenhower**

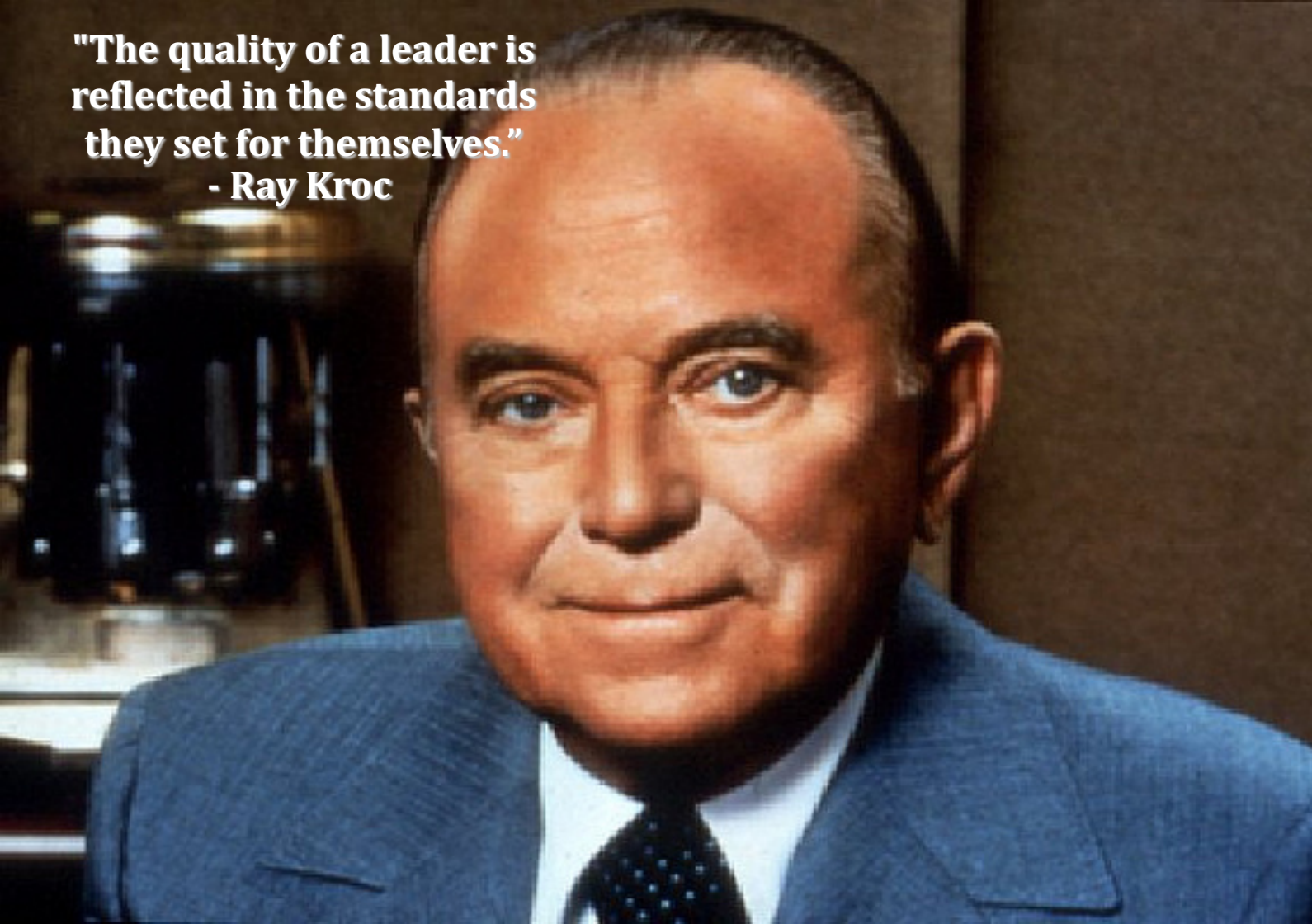


Nothing is more  
precious  
than independence and  
liberty. Ho Chi Minh



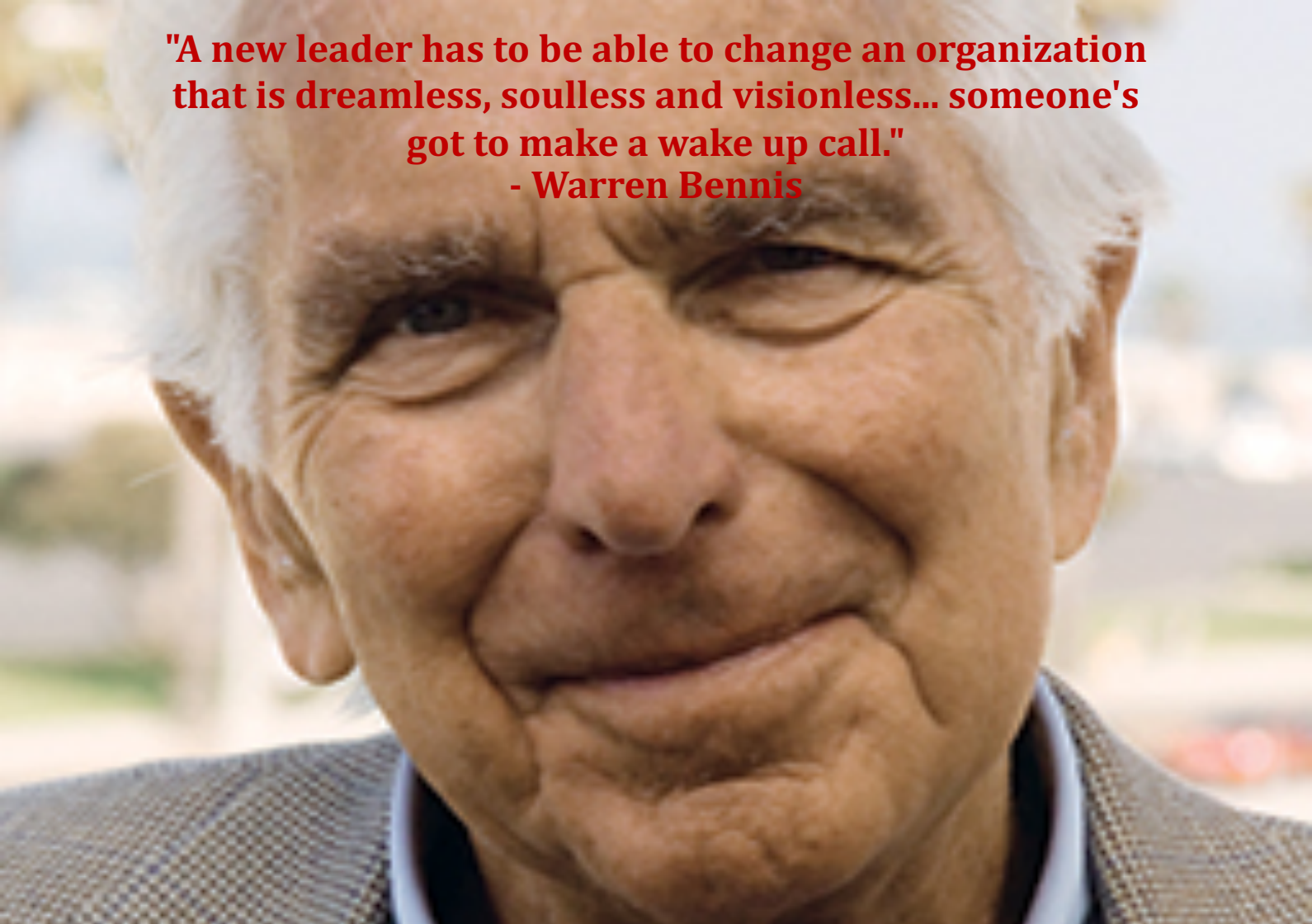
**"The quality of a leader is reflected in the standards they set for themselves."**

**- Ray Kroc**



**"A new leader has to be able to change an organization that is dreamless, soulless and visionless... someone's got to make a wake up call."**

**- Warren Bennis**







**Only men???**

**“Think like a queen. A queen is not afraid to fail. Failure is another steppingstone to greatness.”**



**"Don't  
follow the  
crowd, let  
the crowd  
follow  
you."**

**-Margaret Thatcher**

OCT. 13 1925 - APR. 8 2013




**“No leader can be too  
far ahead of his followers”**

**Eleanor Roosevelt**





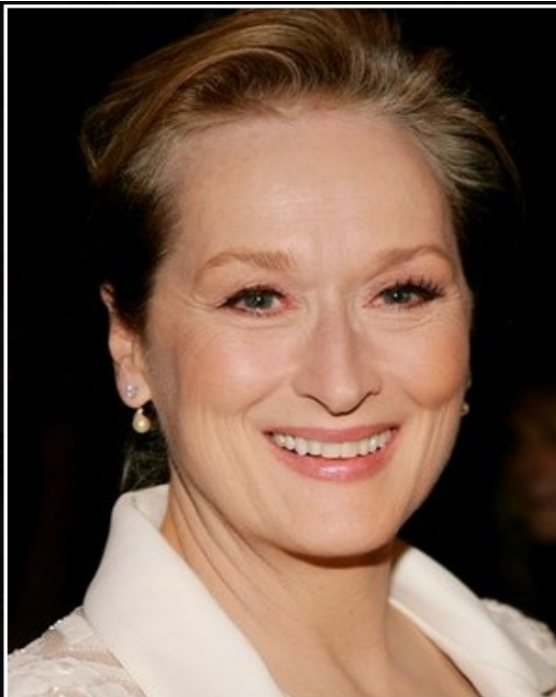


“ we cannot all  
succeed when half of  
us are held back ”

- Malala Yousafzai

UNITED NATIONS  
FOUNDATION

#IWD2014



The great gift of human beings is  
that we have the power of empathy.

— *Meryl Streep* —

AZ QUOTES



# REFLECTION TIME

Who is a great leader to you?

Why? What did you learn from this person?



# Summary so far





# Top 10 skills

## in 2020

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1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

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1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



# Who is Everard?

**Everard van Kemenade**  
**HEd Quality Expert and**  
**Leadership Trainer**



ME

1953 born





# 1968-1975 hippie





1972 in love  
and  
1978 married





1981 Onno  
and 1983 Nina  
born





Armin: a state of trance





# 1980 first Quality management assignment: Van Kemenade ACT (audit, coaching and training)







2004 first  
assignment  
abroad  
(Quality in a  
university, Viet  
Nam)





# 2008 first visit to fitness centre



# 2009 PhD.







## 2011 First visit to Africa

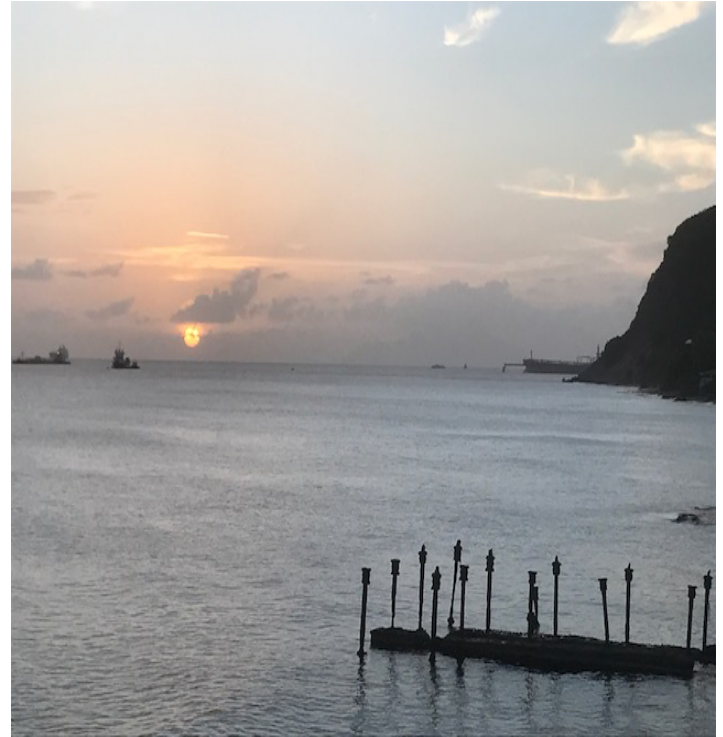




# First visit to Caribbean



2015



2017



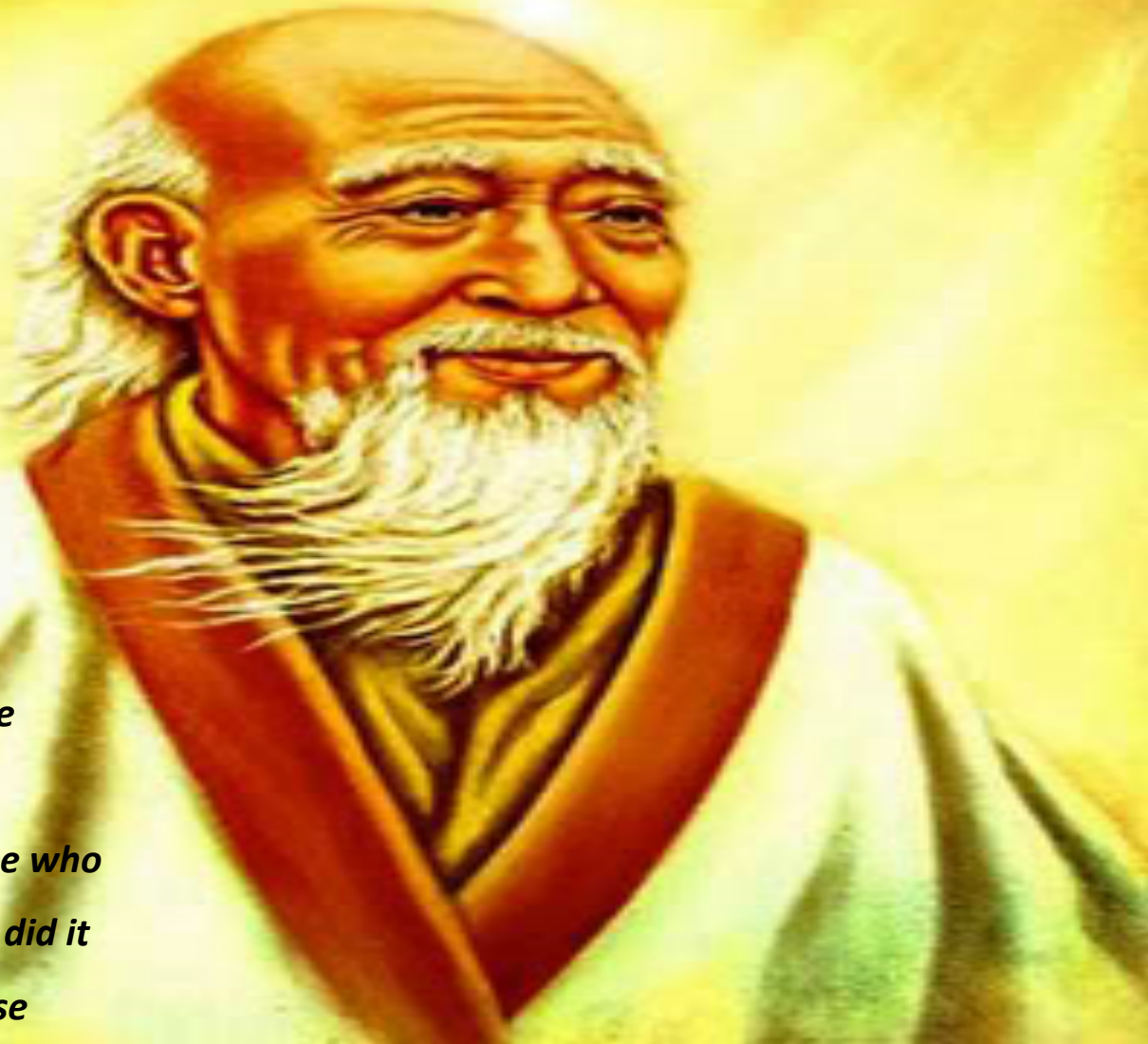


# SYNERGY

My dream is

*to contribute to the continuous improvement of healthcare in the Caribbean by doing audits, coaching, training leaders and staff and by bringing people together.*





***The wicked leader  
is He who people  
despise;***

***The good leader is he  
who people revere;***

***The great leader is he who  
the people say: "We did it  
ourselves" Lao Tse***



# 1.1.2. Expectations, Fears, Hopes

- Reflection on post-its





## 1.1.3 Our mindset on change

# 1. There is no failure, only feedback.

Every result gives you important information.

**"There is no such thing  
as failure. There are  
only results."**

- Tony Robbins



# Feedback makes you grow!

## Effective feedback

1. Create safety!!!! (privately!!!!)
2. Give feedback as soon as possible (5 min)  
(too late, don't read = **tl;dr**)
3. Give short feedback and room for a reaction.
4. Make your feedback specific: then I saw you doing this over there... (not what others told you!!!)
5. Feedback needs to be given in the direction of (new) behaviour.
6. Feedback should not not condemn someone.
7. Feedback only makes sense when the other wants/ is able to receive feedback.
8. Feedback uses checks: "Is it right that...."
9. Be positive (50-50)!!!! (sandwich)

## 2. Everyone controls his own mind, so his results.

We have a free choice to create the kind of experience we want – a painful or a pleasant one.

We may not be able to control external events but we are capable of controlling our reactions and response to those events.

# 3. Respect for the other person's model of the world.



We are all unique and experience the world in different ways. Everyone is individual and has their own special way of being. Respect also means that what happens here, stays here.





## 4. You need a Growth mindset

In a growth mindset (versus fixed mindset) you believe that your most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Virtually all great people have had these qualities. It enhances relationships.



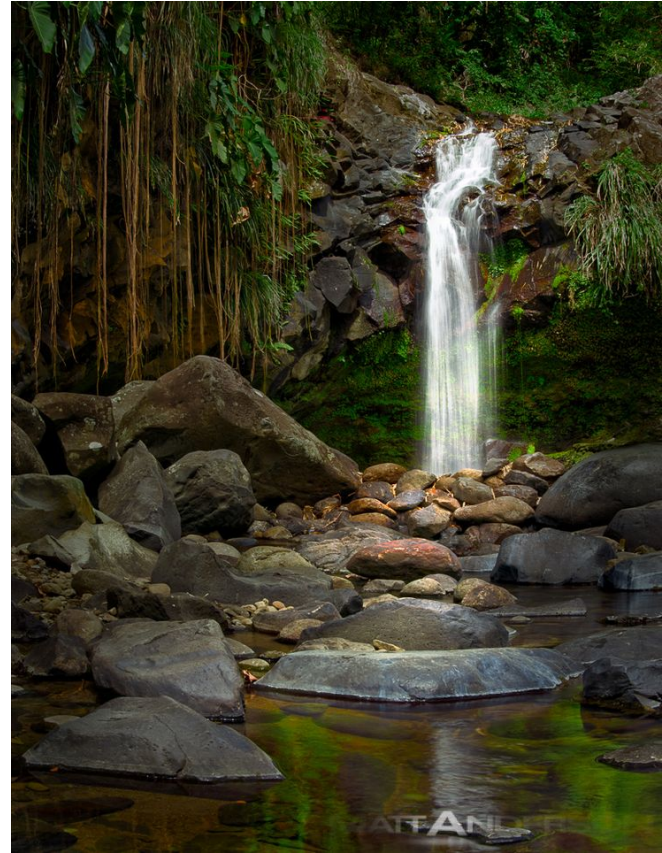
CREATED USING  
**BoToon**



# 1.1.4. Objective of the course

- To help you to create change towards better quality and safety
- To cascade
- But also: to get a bottom-up movement
- Your coach in your personal change

Ananadale falls, Central Grenada





# Course

Day 1 Introduction and Leadership

Day 2 Strategy

Day 3 Motivation and conflict



## Team level

My name: What?	With whom?	When?	How?	Evidence of success
My team will.....				





# Leadership

**Leadership** is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.



## Individual level

My name: What?	With whom?	When?	How?	Evidence of success
To become a coach, I will.....				



## 2. Leadership

2.1. Mission, vision, values

2.2. Leaders and followers

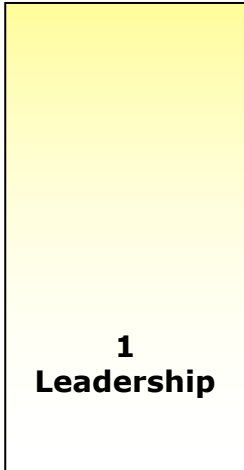
2.3. Rapport

2.4. Leadership styles

2.5. Trust



## 2.1. Mission, vision, values



1. Mission: Why are we on earth?
2. Values: Where do we believe in?
3. Vision: What do we want to be/become?



# MISSION STATEMENT:

Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z  
Z Z Z Z Z Z Z Z Z



# AH Statia





# Sint Eustatius Auxiliary Home

*The **mission** of the Sint Eustatius Auxiliary Home is to provide client centered quality health care, with trained and committed professionals in a clean, safe and secure environment.*

Multi-annual report



# *Values* St.Eus AH

- Trust
- Respect
- Responsibility
- Safety
- Commitment



WYCCF



# WYCCF

## **Mission:**

“The White and Yellow Cross Care Foundation provides client centered quality care in a warm and safe environment to all Sint Maarten residents in need of our services. This trusted CARE is supported by continuous learning opportunities for all employees. Together, we have a long-term commitment to quality care.”





# WYCCF *Values*

The word CARE represents our core values (this is the “how we do it”).

CARE stands for:

- Client centricity
- Attentiveness
- Respect
- Empathy



MENTAL HEALTH FOUNDATION  
ENTRANCE



ADMISSIONS

HEALTH CENTER





# MHF-SXM

## **Mission**

The Mental Health Foundation is the leading secondary health care provider offering psychiatric and psychological mental health services to the inhabitants of St. Maarten and neighboring Islands, and has been operational since 2006.

At the Mental Health Foundation, we believe that good mental health and emotional health enhances the ability to cope with life's struggles and help improve medical conditions and recovery. We are committed to providing comprehensive and integrated treatment, intervention, prevention and support services for people.



# SHCF





# SHCF

## **Mission:**

To provide comprehensive care of exceptional quality through a variety of healing disciplines to all people on Saba.





## Mission

# SMMC

SMMC provides high quality, accessible and affordable hospital care in the best interest of the patient, by closely cooperating with strategic partners, within a safe environment with motivated, qualified and competent staff.







# MHC



The **main principles** are:

- Integrated treatment and approach of clients is economically more beneficial compared to providing fragmented care
- Improving quality of life for clients and their families
- Reducing nuisance on the streets of the islands involved

Approximately 60, mainly local, staff members provide the whole spectrum of mental health care on the Dutch Caribbean. Our **main focus** is to treat our clients ambulatory in their own home environment in close cooperation with their family and/or support system. Especially for our adult clients we work by the principles and methodology of F-ACT (Flexible Assertive Community Treatment).



# Vision

[QuotesandLines.com](http://QuotesandLines.com)

**WHERE THERE IS NO  
VISION  
THE PEOPLE PERISH....**

*(Proverbs 29:18)*

**JOHN F. KENNEDY**



# Vision

- From Latin: vidēre, to see, to look out for
- What do we want to be/become?
- The companies vision declares the intention with regards *the future* it desires to create.
- What the company is *striving to achieve*.
- The vision should create a long-term motivational alignment between employees and the organization and generate social goodwill.
- The vision describes “*the end*”, the “desired state”.
- What **IMPACT** will you have on the lives of others.....



# VISION!!!

**Jicho la mkubwa ni jicho la tai.**

The leader's eye is like an eagle's eye





# The development of a vision

What do you want to strive for?

What impact do you want to have on the lives of others?

What do you stand for?

What do you really excel at?

These are four short, but fundamental questions that each organization needs to be able to answer. Together the answers make up a vision that provides direction, energy and meaning.

A vision determines an organization's culture, its daily activities, its strategy, its processes, its HR policies, leadership, work-life balance, community involvement: your vision or your organization's vision is the basis of each choice you make, whether big or small.



# Embed your vision

A vision becomes an instrument of change when it is understood and accepted by all stakeholders





# Vision

Three elements (CIA):

**Charisma:** the *direction* we want to go for  
for the *customer*, the vision should  
appeal to all stakeholders

**Inspiration:** clear focus for the *employees*, it  
should inspire and touch staff and  
make them move and ready for change

**Ambition:** it should reflect the dreams, passion  
and desires of people, **long term  
objective to strive for.**



# AH Vision

## **Vision:**

The Auxiliary Home strives to deliver person centred care that is trusted and sustainable. We have identified and want to fulfil the growing needs of elderly care on St. Eustatius. This diverse environment offers professional development for our employees and so we are committed because *we care*.



# WYCCF Vision

## **Vision:**

“The White and Yellow Cross Care Foundation strives to deliver sustainable trusted CARE. We want to identify and fulfil prevention, cure and care needs on Sint Maarten, for our residents and those of surrounding islands. This evolving and diverse environment offers career and personal development opportunities to our committed employees.”



# SHCF Vision

## **Vision:**

Be a forerunner in setting a standard of delivering general practitioner care and hospital care combined and provide integrated health care linking a large diversity of health care chains.



# SMMC

## Vision

SMMC is the general hospital that guarantees high quality hospital care based on patients' needs, to residents and visitors of St. Maarten and her surrounding islands close to home.



# MHC

Our **main focus** is to treat our clients ambulatory in their own home environment in close cooperation with their family and/ or support system. Especially for our adult clients we work by the principles and methodology of F-ACT (Flexible Assertive Community Treatment).





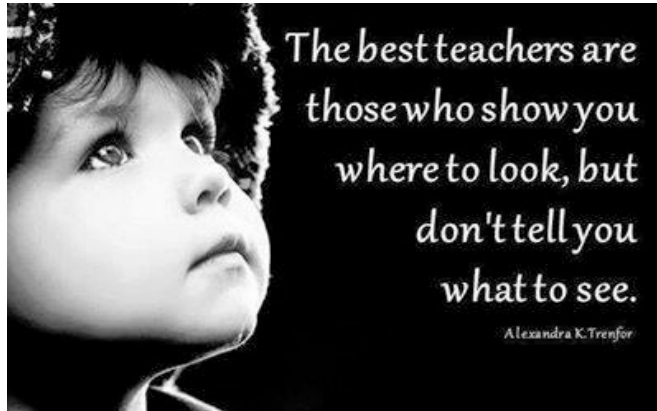
# Conclusion

**Mission, values are important.**

**Crucial is that the organisation has a shared vision,  
that starts from within.**



# VISION!!!





## 2.2. Leaders and followers



## Course leadership

Do you also provide a course: receiving leadership?

My staff could use this very well



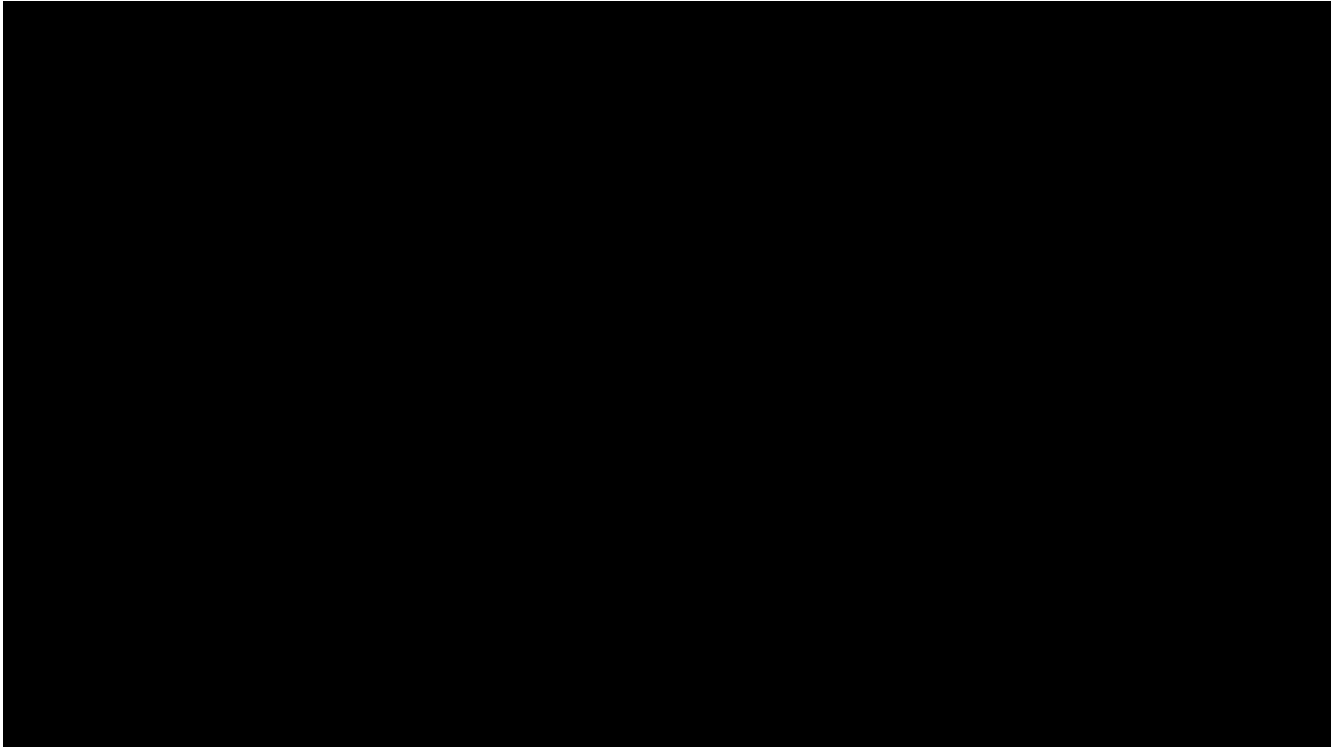
**“No leader can be too  
far ahead of his followers”**

**Eleanor Roosevelt**





## DANCING GUY





## LADY GAGA







# Reflection

- Why should someone follow you?



leadership  
starts  
from  
within.



# Assignment

- Your vision



## 2.3. Rapport



# What is “rapport” (Fr)

Rapport is imitating the other to get quick contact and make the other person feel understood and safe. It is about building trust, establishing harmony and cooperation in a relationship.

You can copy ( with all your senses) e.g. facial expressions movements, wordings.

You do it all the time, unconsciously.



Following are major elements of rapport:

Physiology (55%)

Posture

Gestures

Facial expressions and blinking

Breathing

Tonality (38%)

Voice

Tone (pitch)

Tempo (speed)

Timbre (quality)

Volume (loudness)

Words (7%)

Predicates

Key words

Common experiences and associations



# Rapport







A good leader makes “rapport” in a subtle and discrete way. For instance by doing it later, partly or with another part of your body.

Exercise and practice.

Try it in a difficult situation/meeting with somebody.



## 2.4. Leadership styles

2.4.1. Situational leadership

2.4.2. Managerial grid



## 2.4.1. Styles in Leadership

- The main task of leadership is influencing others to plans. Sometimes the plans of their own, sometimes to the plans of a group.
- Influencing others can be done in different ways. There are many different styles of leadership. These styles range from strong steering to laissez faire.

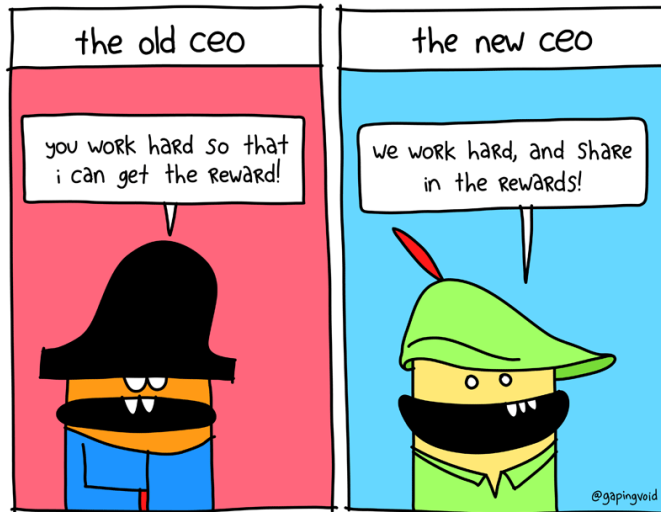
# Situational Leadership Styles

- S1 : Directing: I want, but I can not.
- S2 : Coaching: I can not do it well, but I don't know if I like to do this.
- S3 : Supporting: I can do it very well, but I don't always want to do it.
- S4 : Delegating: you don't have to look after me



# Shared Interest?

- A leader might feel to have another goal than the employees
- All employees have their own interest.
- Employees could work together.
- A leader needs to take care of shared interest!!

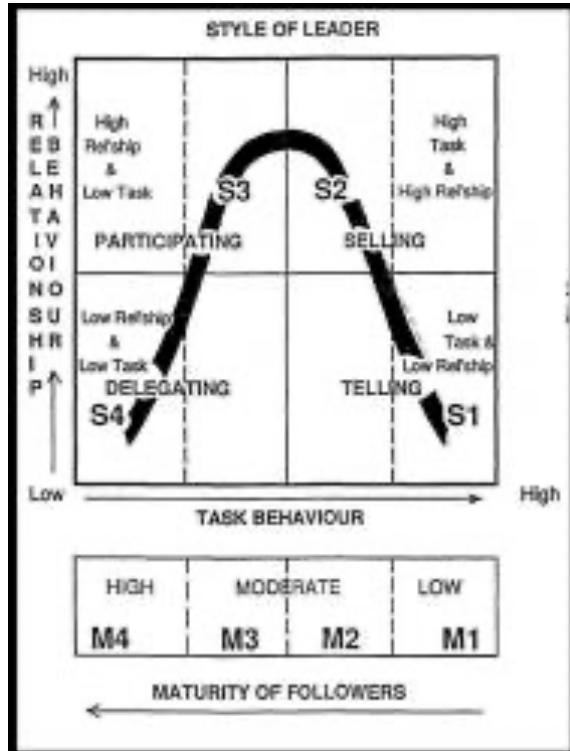


# Situational Leadership



Principle: instruction and support tune with characteristics employee and job

# Situational leadership







# The Best Style

- The most appropriate style depends on many factors:
  - What is your goal?
  - Whom do you work with?
  - What are the circumstances?
  - What are your strengths and weaknesses?
  - What is your position?



# Your style

- questionnaire



# Individual leadership

- Each individual has his own desires and needs. Your employee has just like yourself, certain expectations of the work.
- Every employee:
  - - has responsibilities (what should he do?)
  - - has powers (which he can decide?)
  - has needs objectives and agree on the compensation (salary)
  - likes to feel comfortable in work
  - wants to develop.

# (Situational or) contextual leadership

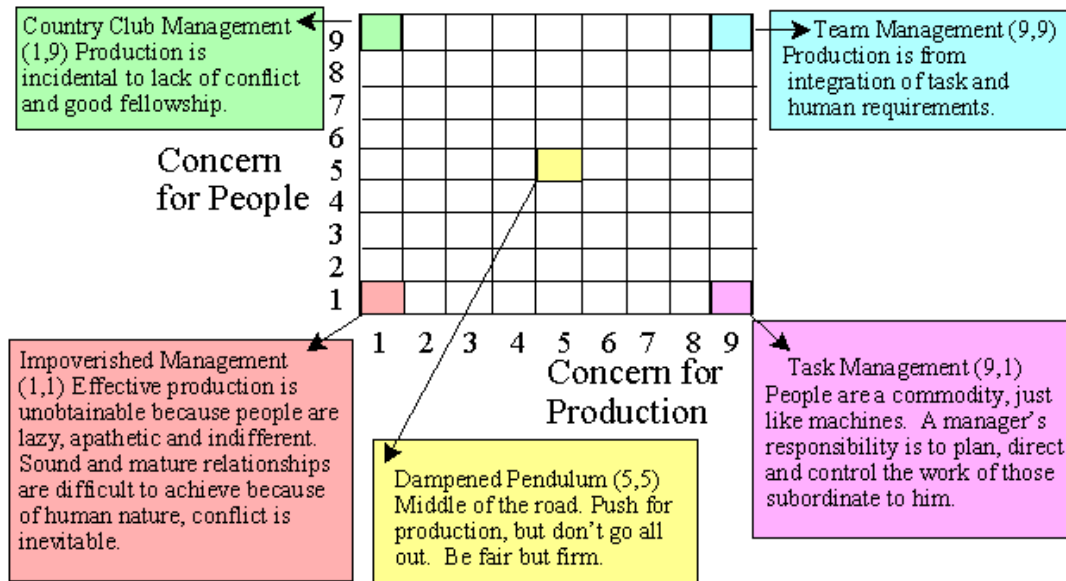
Contextual divide *Quality Progress*, nov 2015

*Effective quality management (and leadership) will differ depending on the context of an organization. The idea that context is crucial is not new, and it was promoted during the last century in the contingency theory, but it seems to be forgotten. Different circumstances require organizations to use different quality approaches, and no one has the monopoly on the truth.*

## 2.4.2. Managerial grid



## MANAGERIAL GRID\*



\* Adapted from Blake, R. R. and J. S. Moulton. 1962. The managerial grid. *Advanced Management Office Executive* 1(9).

VISION

CRAZY  
MAKER  
VISIONARY

CAPTAIN  
COMMANDER

VICTIM  
RESPONDER

MICRO  
MANAGER  
IMPLEMENTER

CONTROL

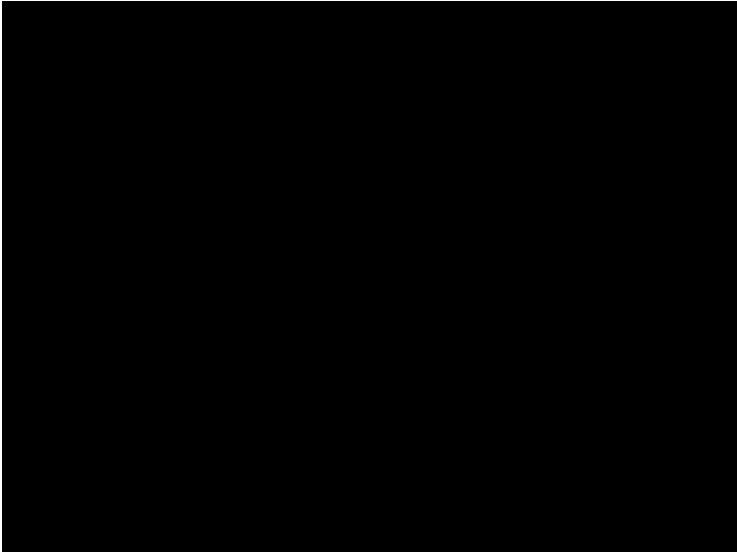


## 2.5. TRUST



*Who would not rather trust  
and be deceived?*

Eliza Cook, English author  
and poet







The Most Important Skill for  
Great Leaders? Trustworthiness.

*Heidi Grant Halvorson*



People quickly answer two questions when they first meet you:

*Can I trust this person? (warmth)*

*Can I respect this person? (competence)*



Harvard social psychologist Amy Cuddy.

# Presence

Bringing your **BOLDEST SELF** to  
your **BIGGEST CHALLENGES**

Amy Cuddy

"The high priestess of self-confidence for the self-doubting. A must-read for—well, for everyone."

—Susan Cain, author of *Quiet*



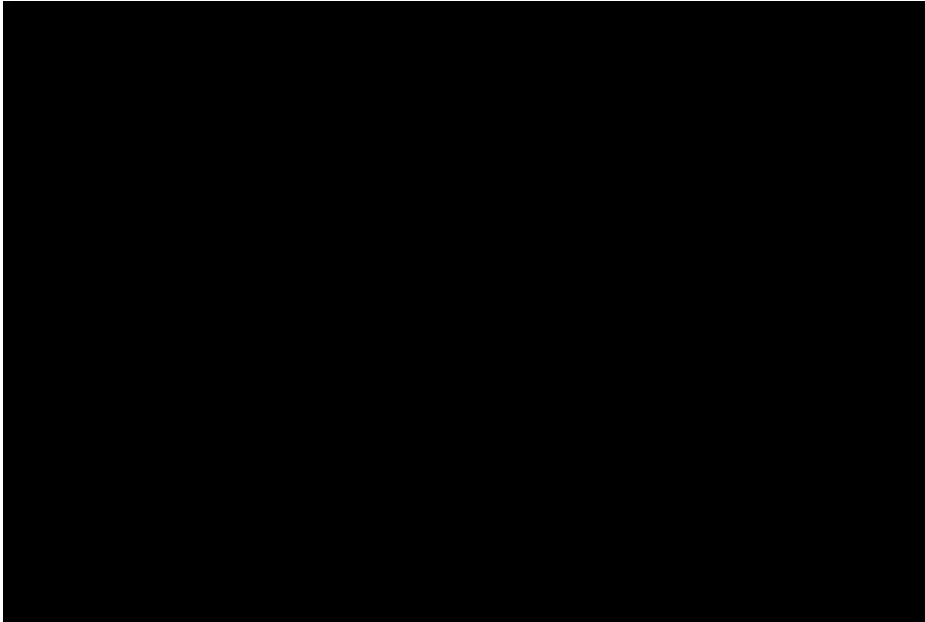
## **FACT**

71% of customers  
buy because they like  
you, trust you and  
respect you.


JOE VERDE



## FIVE WAVES OF TRUST







[everard@onsnet.nu](mailto:everard@onsnet.nu)

[www.vankemenade-act.nl](http://www.vankemenade-act.nl)



# Assignment Modelling

1. What do you exactly want to learn from him/her?  
(How does he do that? I wish that I could do... like she does....)
2. Track down the expert.
3. Choose method (Examples/Metaprograms/leaders passion/VAKD/MBTI©/stories)
4. Collect data (internet/interview/listen)
5. Define the gap / the differences
6. Build a simple model and test it



# LITERATURE

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Bateson, G. (1972). *Steps to an Ecology of Mind: Collected Essays in Anthropology, Psychiatry, Evolution, and Epistemology*. University Of Chicago Press. ISBN 0-226-03905-6.

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Jensen, S. M., & Luthans, F. (2006). Entrepreneurs as authentic leaders: impact on employees' attitudes. *Leadership & Organization Development Journal*, 27(8), 646-666.

Kruse, K., What is authentic leadership, *Forbes*, May 2013