



university of
 groningen

faculty of economics
 and business

Centre of Expertise In the LEAD leadership



State-of-the-art research on
 the effectiveness of leadership

Janka Stoker - Professor of Leadership and Organisational Change
 Harry Garretsen - Professor of International Economics & Business

Our mission and vision

'The world is changing faster than ever.'

'We are entering a new era with faster information flows, increasing business complexity and demands for different skills.'

The sentiment of these widely used statements is felt by many. It often triggers strategic leaders to ask themselves how best to lead their organisations, industries, or even countries – not only to survive under such pressures, but to thrive.

What leadership means to us

At Centre of Expertise In the LEAD, we believe that strategic leaders need clear advice in order to distinguish between gut feelings, substantiated evidence and undecided issues that require further research. We offer a unique and innovative approach by utilising insights from economists as well as from leadership and management scholars, thereby providing solid, empirical evidence about individual leadership in relation to the organisational context.

Economists tend to approach organisations as a black box, while leadership experts are often unaware of the organisational or even wider context. At In the LEAD, we take both perspectives as our starting point. We know that leadership effectiveness depends on the interaction between individual leaders and their (organisational) context.

How we support strategic leaders

In the LEAD offers support to strategic leaders by providing sound advice, derived from both the organisation and the wider context. We help leaders in private and public organisations to understand which organisational choices they can make in a specific context and how these choices relate to the performance of their organisation. Our advice is both organisationally and context-specific, while taking general data and trends into account. This approach enables top-level managers and leaders to focus on their core task, which is to provide direction and supervision while monitoring organisational performance and context dynamics – in other words: leadership.

“Leadership research has innovated our approach”

“Being a partner of Centre of Expertise In the LEAD, we have engaged in international research into effective leadership for years. Since the financial crisis we have noticed a trend towards directive leadership. Whether a more directive approach really is more effective, is something we will dedicate further research to. In the LEAD utilises our database anonymously in order to analyse the relationship between rewards, effectiveness, leadership and performance. We then use these independent research results to present innovative approaches to our clients.”

Madeline Dessing
Managing Director Benelux
Korn Ferry Hay Group



performance

“Solving global problems calls for great leadership”

“Great leadership requires high levels of awareness, engagement, humanity and humility. Solving the problems our world is facing today – like food security, climate change, social exclusion and poverty – calls for such great leadership.”

Paul Polman
CEO Unilever
Honorary Doctor at the University of Groningen
Member of In the LEAD's leadership council



worldwide

Academic solutions for practice

Advice

At In the LEAD, we are interested in conducting research within and between organisations and we deliver research-based advice on practical matters. The result is a win-win situation: both the public and private sector benefit from our leadership insights, while we continue to push back the limits of our knowledge.

Executive teaching

In addition to our research and consultancy work, In the LEAD's expertise is available to you in the form of executive education. On our website you will find detailed information on the various executive programmes in which we are involved.

Evaluation studies

Our researchers are frequently asked to conduct evaluation studies and/or are appointed to external evaluation commissions, such as De Nederlandsche Bank. Their research-based insights provide an outcome for practical questions and concerns.

External expert

Corporations and other institutions regularly ask our experts for their vision on current leadership topics, e.g. the implementation of effective management. By combining the insights of our economists, leadership experts and management scientists, we are able to offer detailed and scientifically sound advice.

Lectures

Throughout the year we organise several lectures on topics regarding leadership and organisational performance. Our knowledge is packaged clearly and comprehensibly into useful information that can be put to practical use. These lectures equip top-level managers and HR professionals with knowledge and insights that they can apply in their own practice.



stay updated

Follow us on Twitter to stay updated about the latest leadership issues and developments:



@garretsen_h
@JankaStoker

Or read the blogs on our website:



www.rug.nl/inthelead

Partnerships

Are you seeking a top-level academic partner? At In the LEAD we offer our expertise to various organisations. For these partners we carry out innovative research and translate our research results into advice.

Among our partnership options are:

- Tailor-made research projects, based on a specific practical question within an organisation.
- Projects that begin with a research question, but which have a practical relevance at the same time.

Our partners include:

Companies

- Aedes
- AFM
- Atlas Nederlandse gemeenten
- DNB
- FMO
- Kets de Vries Institute
- Korn Ferry Hay Group
- MKB-Nederland
- Ministry of Economic Affairs
- Ministry of Foreign Affairs
- NAM
- VNO/NCW

Universities

- Aarhus University
- University of Cambridge
- University of Exeter
- Goethe University Frankfurt
- University of Cologne
- Olin Business School (Washington University in St. Louis)

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innovation

“Improving organisational performance”

“Finding new ways to improve performance is one of the key objectives of management and leadership research. Just like In the LEAD, we intend to contribute to this objective by establishing a causal chain from leadership training to leadership strategy to organisational performance.”

Lotte Bøgh Andersen
Professor, Department of Political Science and Government, Aarhus University
Projectleader Leadership and Performance (LEAP)



Faculty of Economics and Business



The Faculty of Economics and Business (FEB) offers a wide range of Bachelor's, Master's and PhD degree programmes. Our staff and students work closely together on innovative research projects, often at an international level. Students acquire the knowledge they need to excel in their field, and skills that will prove crucial in the internationally oriented organisations of the future. Our faculty is part of the University of Groningen, a dynamic academic environment founded in 1614, famous for its rich tradition of research.

Our centres of expertise

Developing and applying knowledge is something you do as a team, which is why FEB is keen to work with companies, local government and other organisations. Collaboration means that our partners benefit from our academic knowledge and we benefit from their practical expertise. For an overview of collaboration opportunities with FEB, please refer to www.rug.nl/febforbusiness.

FEB has eleven centres of expertise, in which clusters of researchers focus on a specific topic. You can ask the relevant expertise centre to carry out research into an issue specific to your organisation or you can participate in one of our ongoing research projects. Working with one or more of our centres of expertise also gives you access to recent research, courses and conferences.

These are our centres of expertise:

- CIBIF: Centre for International Banking, Insurance and Finance
- CEER: Centre for Energy Economics Research
- CIC: Customer Insights Centre
- COELO: Centre for Research on Local Government Economics
- COPE: Centre for Operational Excellence
- GGDC: Groningen Growth and Development Centre
- Healthwise
- HRM&OB: Centre for Human Resource Management and Organisational Behaviour
- iGOR: Institute for Governance and Organisational Responsibility
- In the LEAD
- VinCI: Value in Collaborative Innovation



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Our FEB alumni and researchers

Dr. Wim Duisenberg † *First President of the European Central Bank* **Annemiek Fentener van Vlissingen MSc.** *President-Commissioner of SHV Holdings* **Prof. Klaas Knot** *President of De Nederlandsche Bank* **Prof. Peter Leeflang** *Frank M. Bass Professor in Marketing* **Prof. Angus Maddison** † *Emeritus Professor in Economic Sociology* **Paul Polman MSc.** *CEO of Unilever* **Jeroen Smit MSc.** *Journalist and author* **Ernest Yonli PhD** *Ambassador to the US, former Prime Minister of Burkina Faso*