Contents

Foreword Bosses, dogs, leaders and initiative-takers (Prof. Dr. Jaap Boonstra) 7		
Introduction What is our hope?		11
1.	If you think saying good morning to your people is a waste of time, think again About benevolence and connection	17
2.	Leadership is shared. More like a jazz band About collaboration and a collective approach	23
3.	Tasks are performed better when they are chosen About self-determination and motivation	29
4.	The job of the leader is to help teams to continue to win About teams and results	33
5.	If you fill the room, how can your people grow? About self-awareness and empowerment	39
6.	Leadership is acknowledging the elephant in the room About responsibility and change	45
7.	In sameness we connect, in differences we grow About diversity and homogeneity	51
8.	Leadership develops self confidence in everyone About development and mindset	57
9.	The context makes the leader About context and humility	63
	Leadership is a personal claim About freedom and choice	69

11. Leadership starts by giving, not by asking favors About influence and reciprocity	73
12. Trust is the power of leadership About trust, power and authority	79
13. Leadership creates the context for optimal tension About stability and renewal	85
14. Leadership is moral. Are you sincere or just pulling the strings? About authenticity and integrity	91
15. Leadership works with the system, not against it About systemic thinking and politics	97
16. Leadership is making this world a better place About spirituality and sustainability	103
17. Leadership talks the walk About exemplary behaviour and sensemaking	107
18. Leadership is all about having your own story, and being true to it About storytelling and identity	113
19. What's your story? About developing your own leadership	119
Appendix. Towards an integrated model of leadership and leadership development	123
Biographies of the interviewed leaders	131
Acknowledgments	
End notes	
Key references	
Testimonials	
Epilogue (Herman Van Rompuy)	
Index	