

Appreciation Strategy Humility  
Commitment Responsibility Listening  
**Leadership**  
Integrity Honest Communication  
Values Purpose Determination  
Passion Principles

## *Self Leadership Journeys*

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# AkzoNobel at a glance

**A leading global producer of paints, coatings and specialty chemicals, which organizes its global activities into three Business Areas – Decorative Paints, Performance Coatings and Specialty Chemicals.**

**Each one serves specific regional and global markets and supplies particular end-user segments with leading brands and products.**

**All three Business Areas have their own specific financial targets and strive to develop innovative, sustainable products while remaining keenly customer focused.**

# Concept Leadership Journey



Participants, through a series of workshops and reflective enquiry sessions, focus on their “inner compass”, reflect on the challenges they face in their personal & professional lives, and emerge with an action plan for the next chapter in their lives. In parallel they build a stronger sense of community with their peers.

# Concept Leadership Journey

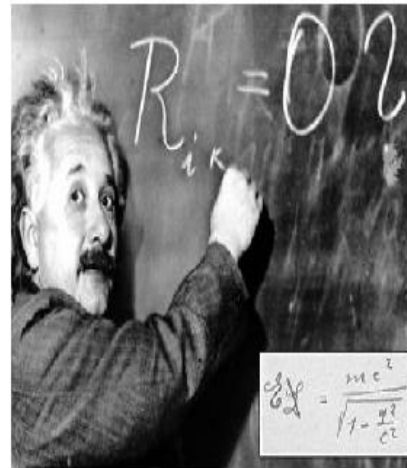
Oxford  
Leadership  
Academy

Aligning  
Thought

With Strategy

## Einstein's Formula

1. Understand the situation  
(what's really going on?)
2. Discover the RIGHT question
3. Create Images of possibility
4. Evolve workable strategies



# Underlying principles behind the Leadership Journeys

## Learning

Just hierarchical leadership is not enough to lead successfully in today's complex world – **every one on every level** has to take ownership and have a feeling that they contribute. Therefore we have to invest in them being confident, resilient, creative, knowledgeable and capable.

## Self-awareness

Learning starts with self-awareness. Great leaders define themselves '**inside-out**'. They know who they are and lead with their hearts as well as their heads. They establish long-term, meaningful **relationships** and have the self-discipline to get results. They think across boundaries, share power, knowledge and experiences and collaborate for the common good.

## Connected

Collective growth is more powerful than just have individuals grow. Being connected to others at a fundamental level, sharing trust, reciprocity and experiences creates a **feeling of belonging** and **team spirit**.

## Emotion

Change is more effective if you address **both right and left-hand brain**: people should experience and feel change, and not only be convinced intellectually. Positive emotions drive positive actions. If we consciously try to Create positive emotions, the resulting actions will contribute to both personal and business success.

The aim is to become a real protagonist...





**...not a victim.**



# **Video Leadership Journeys at AkzoNobel**



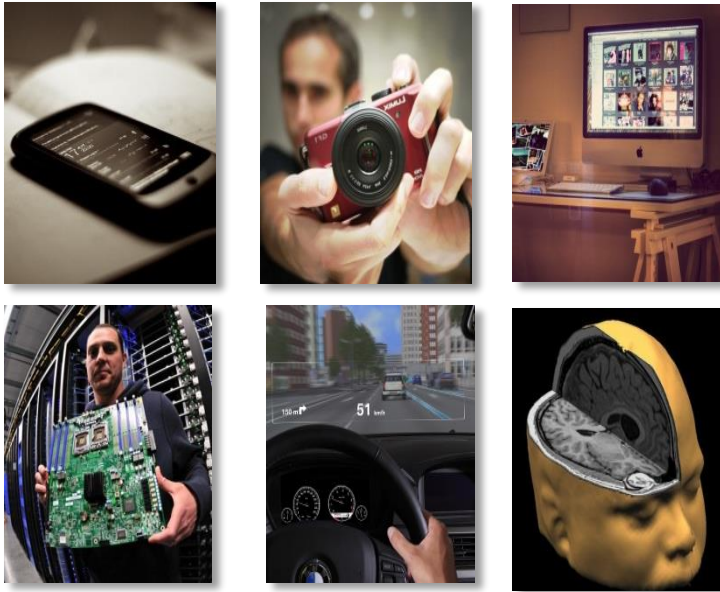


**AkzoNobel**

Tomorrow's Answers Today

# ASML at a glance

It's hard to imagine a world without chips



ASML makes the machines for making those chips



**ASML is a world leader in the manufacture of advanced technology systems for the semiconductor industry.**

# A global presence



Wilton (CT)



San Diego(CA)



Korea



Veldhoven



Chandler (AZ)



Taiwan

# How was this model used within ASML?

- Have used (almost) the same model with a few Management teams
- Same overall approach (logistics, location, etc)
- Expected different overall engagement levels as the company has a different (more technical) profile
- However, so far very positive results (individual level and team dynamics) where it was used

# What worked well...

- Senior management support
- Trained internal facilitators, in some cases outside HR
- Professional external logistic support
- Location has been critical
- Learned how to set up journeys at lower cost



# What worked less well...

- Cultural differences have to be considered really well.
- Coordination between business and functional teams to avoid duplication /overlaps was not well thought through.
- Preparation to contain people's emotions could have been sharper.

**Go fast but with care...**



# Positive impact in the business

- Deeper conversations/relationships between leaders and their teams.
- Deeper conversations/relationships between colleagues.
- Retention of talents / high potentials.
- People willing to join the Deco business within Akzo.
- Higher engagement levels.



# When to use Self Leadership Journeys?

**Leadership Journeys are an effective way to:**

- Engage teams on a new strategy/mission/vision
- Connect teams after a merger or restructuring
- Increase well-being and strengthen personal drive of people
- Increase spirit and engagement level
- Reduce gap between managers and direct reports
- Increase team spirit

**Thank you for your time!**

**Any questions?**