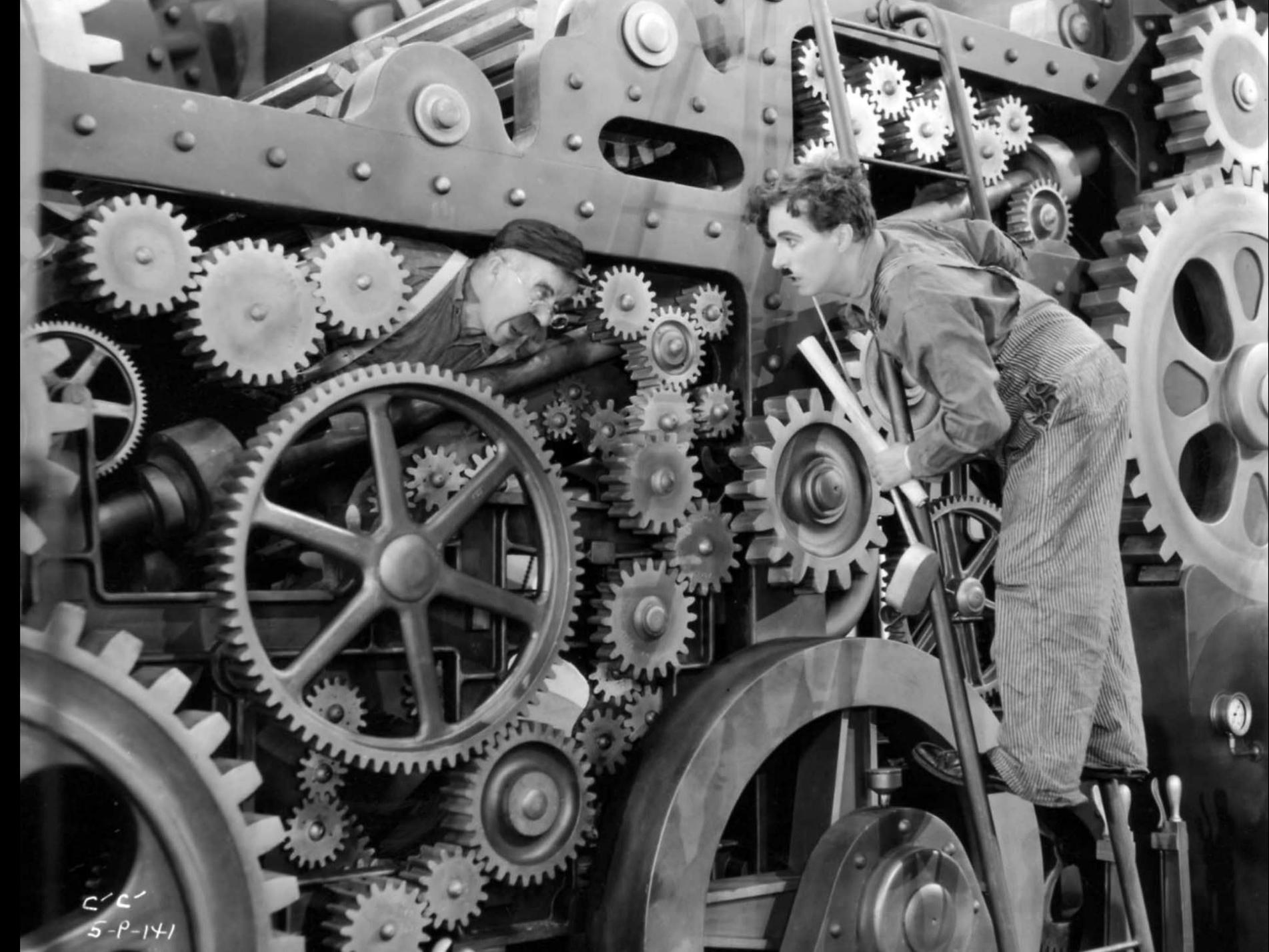




**publiek leiderschap: eenvoud in
complexiteit**

Prof. dr ir Gerda van Dijk



C/C
5-P-141





A stone relief carving depicting a central seated figure with a crown and multiple arms, surrounded by other figures and a circular frame. The central figure is seated on a throne, wearing a crown and holding a staff or scepter. To the left, a standing figure is shown in profile, and to the right, another figure is depicted in a more dynamic, possibly dancing or falling pose. The entire scene is enclosed within a circular frame, which is itself set within a larger, rectangular frame. The carving is set against a dark background, possibly a wall or a door.

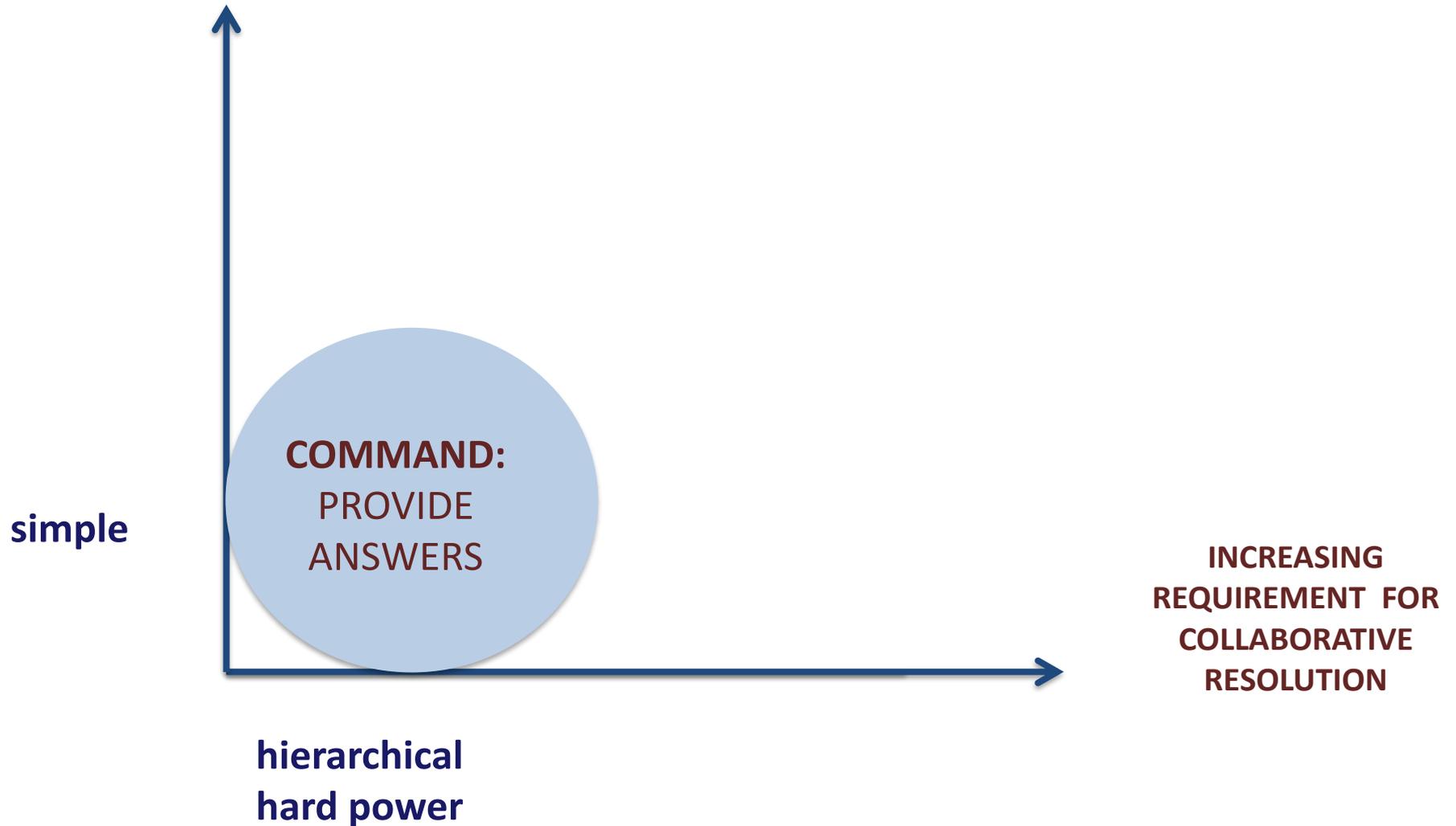
Netwerksamenleving

**(mondiale)
economische,
sociale en
ecologische
vraagstukken**

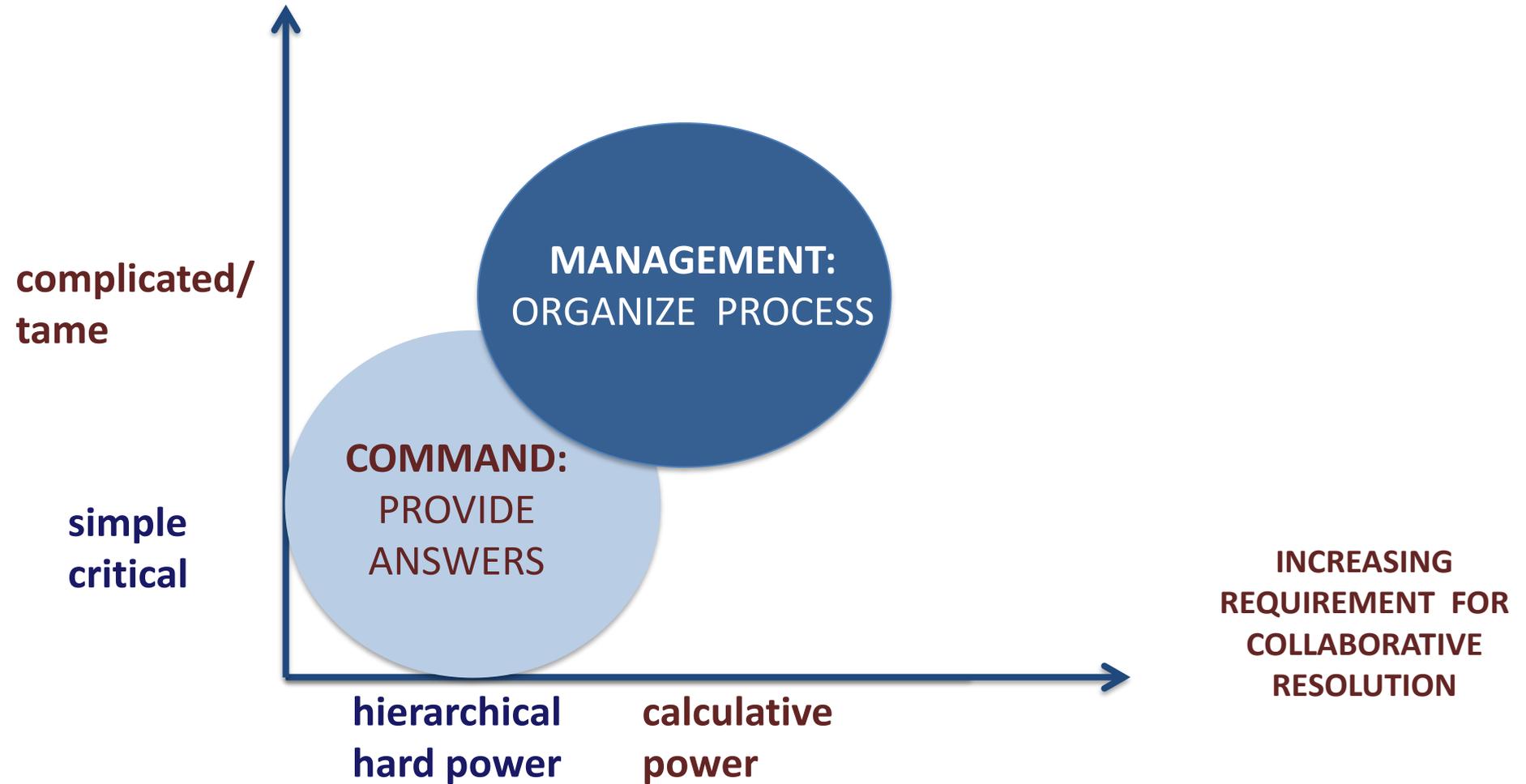
**Publieke
organisaties?**

Moderniteit, hierarchie

**INCREASING UNCERTAINTY
ABOUT SOLUTION TO
PROBLEM**



**INCREASING UNCERTAINTY
ABOUT SOLUTION TO
PROBLEM**



**INCREASING UNCERTAINTY
ABOUT SOLUTION TO
PROBLEM**

**Complex/
wicked**

**complicated/
tame**

**simple
critical**



**INCREASING
REQUIREMENT FOR
COLLABORATIVE
RESOLUTION**



What do you mean?

How do you know?

**..ruimte meervoudige
waardenafweging...**

How to do?

How to be?



INCREASING UNCERTAINTY
ABOUT SOLUTION TO
PROBLEM

Complex/
wicked

complicated/
tame

simple
critical

DIVERSITY

COMPLEXITY

LEADERSHIP:
ASK QUESTIONS
"to be solution
emerge"

MANAGEMENT:
ORGANIZE PROCESS

COMMAND:
PROVIDE
ANSWERS

INCREASING
REQUIREMENT FOR
COLLABORATIVE
RESOLUTION

hierarchical
hard power

calculative
power

normative
soft power



Extern

Expansie

Groei

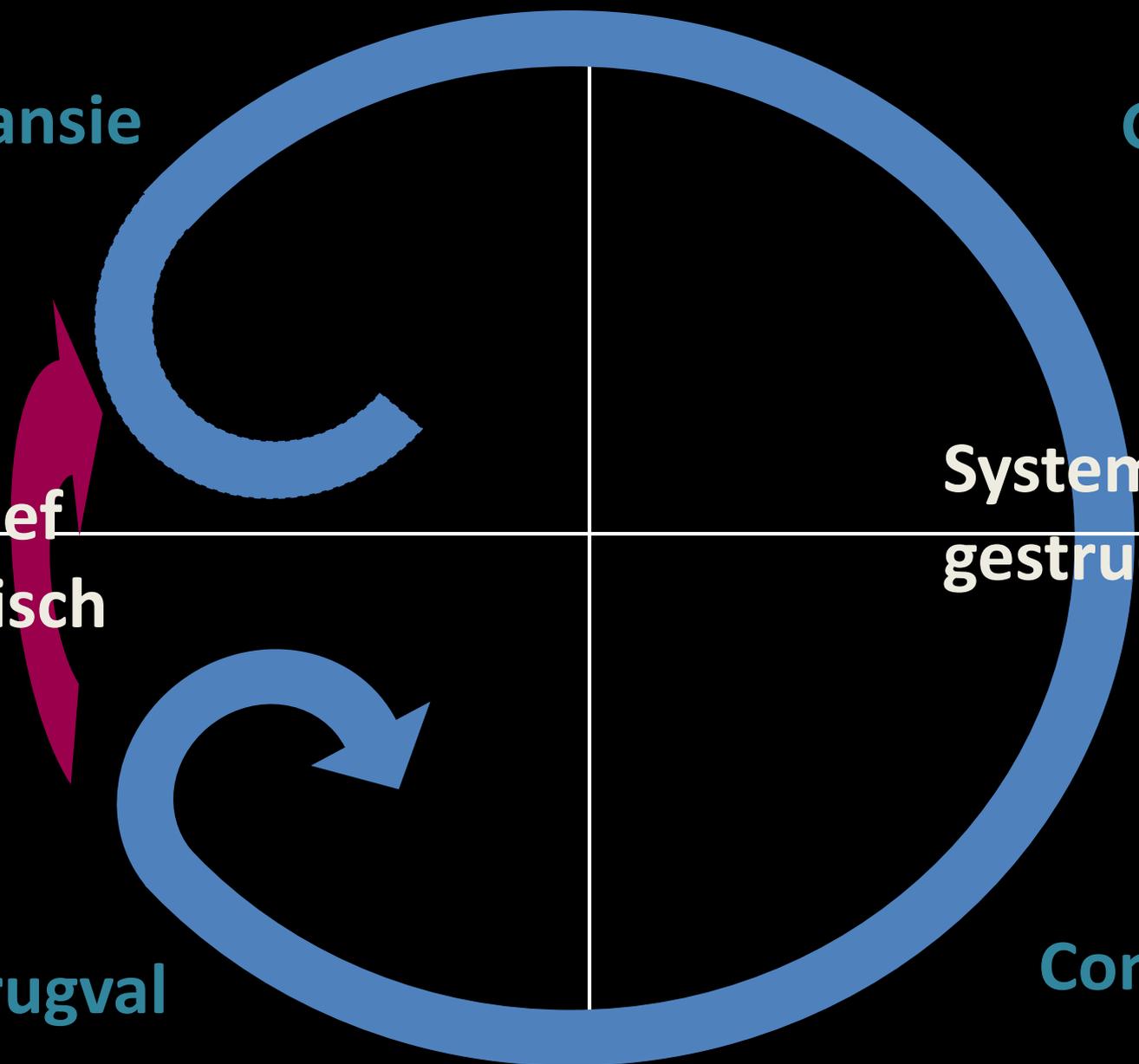
**Intuïtief
chaotisch**

**Systematisch
gestructureerd**

Terugval

Consolidatie

Intern



SPEELBAL

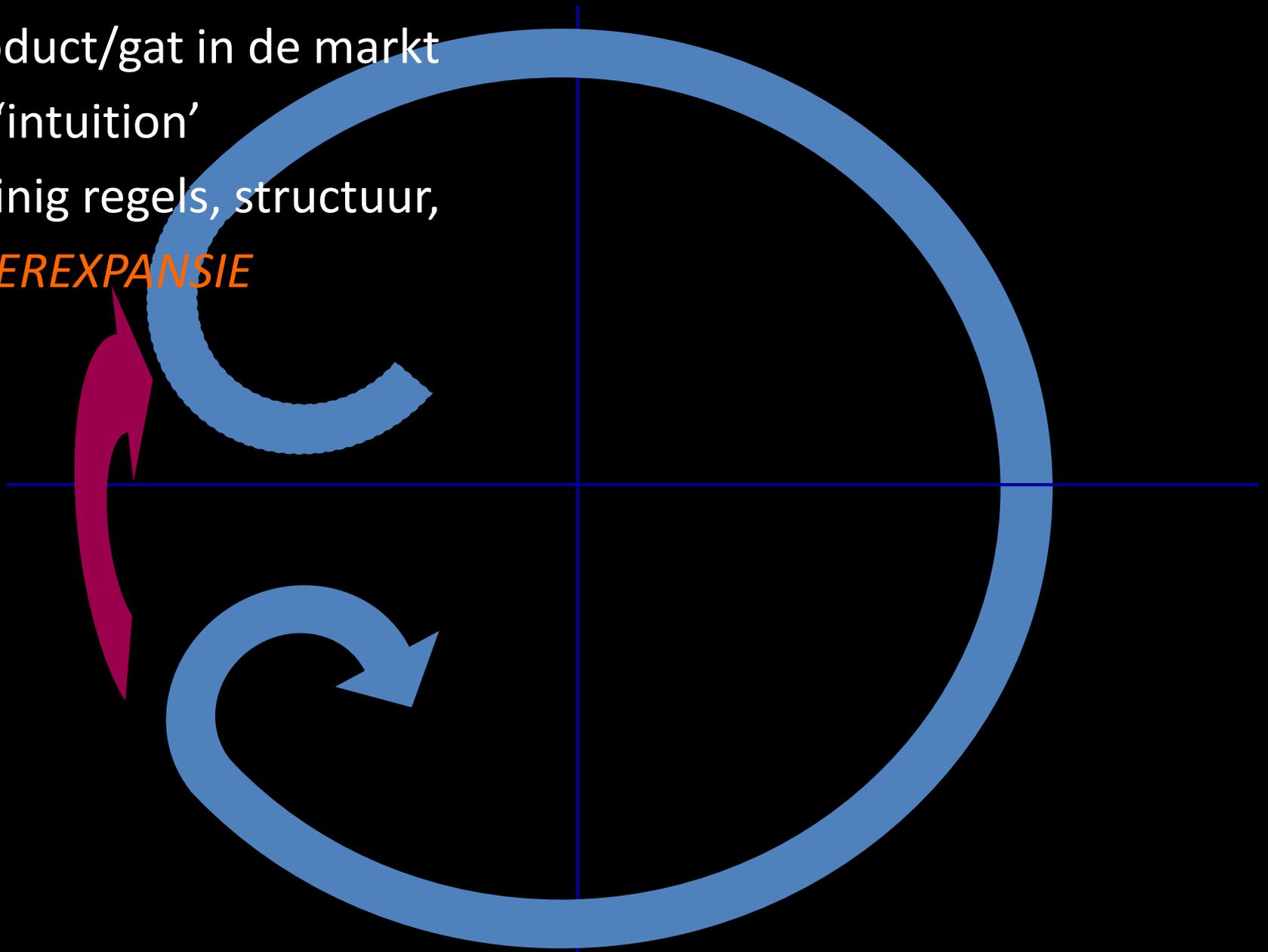


SPELVERDELER

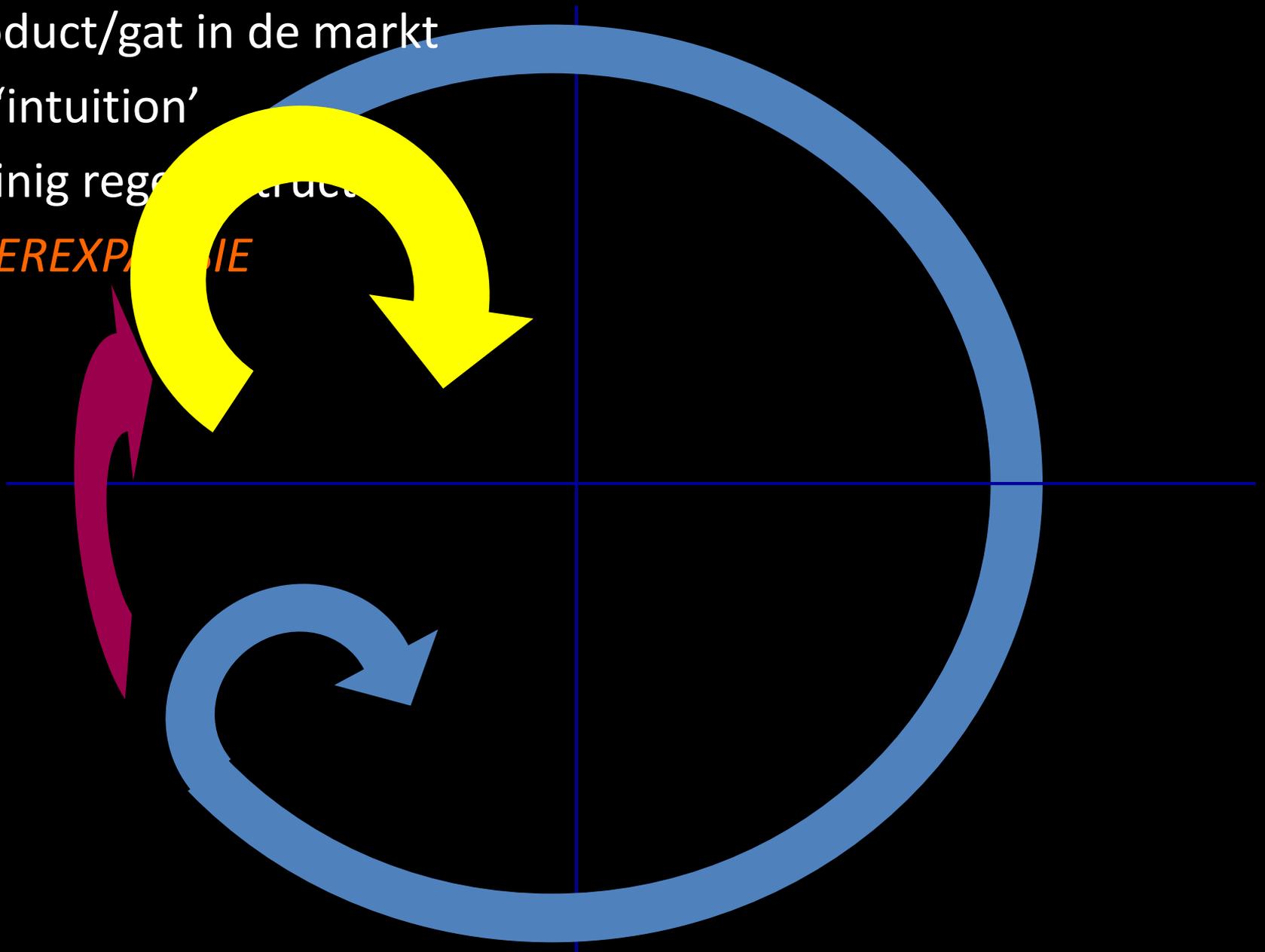




- wild, alles kan
- product/gat in de markt
- by 'intuition'
- weinig regels, structuur,
- **OVEREXPANSIE**



- wild, alles kan
- product/gat in de markt
- by 'intuition'
- weinig regulatie
- *OVEREXPANSIE*



- wild, alles kan
- product/gat in de markt
- by 'intuition'
- weinig regels, structuur,
- **OVEREXPANSIE**

- flexibel, ondernemend
- strategie & marketing
- by 'exception'
- systematisch, output
- **ARROGANTIE**

- defensief, verklarend
- eigen positie centraal
- by 'politics'
- 'window dressing'
- **DEMASQUE**

- succes bewezen, safe
- product centraal
- by 'control'
- dichtgeregeld
- **INSLAPEN**

