



Leadership Skills/Competences

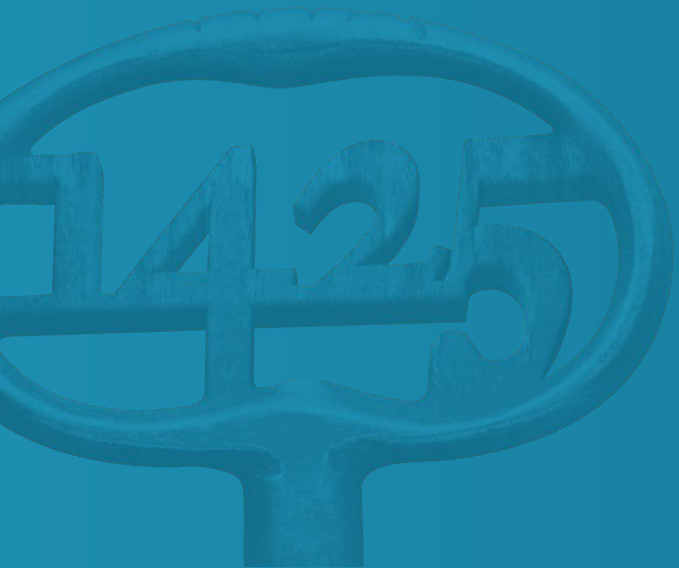
From a sociotechnical perspective

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Lowlands Sociotechnical Perspective

Leadership follows structure (and vice versa)



Leadership in a Traditional World of Work

From the Macro Design

- Subset of orders from end to end
- Decision Making Structure
 - At the end of the design process
 - From bottom up



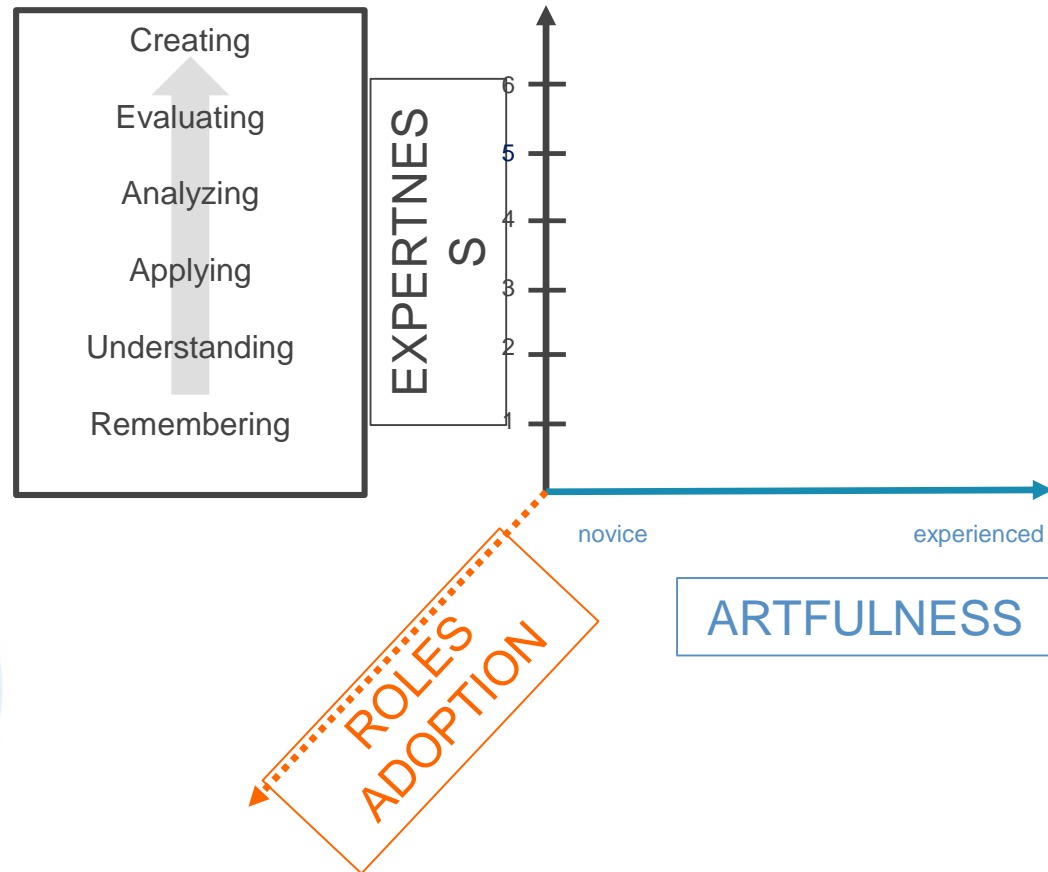
From the Micro-design

- The group-task is the basic organisational element
- Carving as a function of:
 - Competences
 - Preferences
 - “Star”-roles
- Always change a winning team

ST Leadership competences

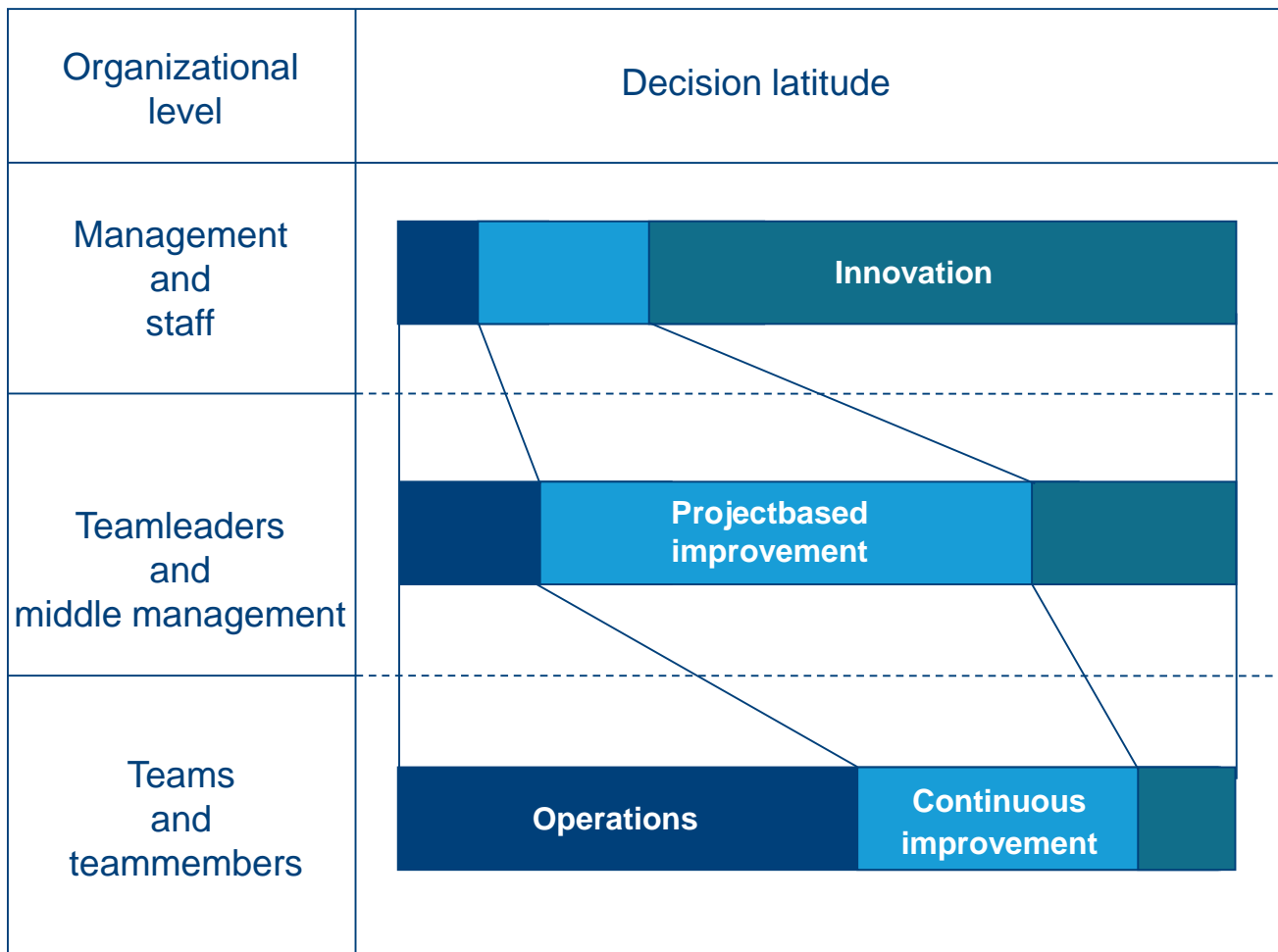
- as a function of the overall process
- connecting
- multidisciplinary
- in function of the result and not of the how
- focus on non-routine tasks and external relations
- (specialisation) in function of the order and/or the customer
- management of diversity:
 - differences between individuals
 - differences in team maturity
- shifting between:
 - strongly steering
 - facilitating/coaching in the background

Generic model



Expertness: scale of Bloom

Artfulness: qualitative scale



Questions?

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