


**Determinants of
Innovative Work Behavior
(Leadership & Employability)**

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Dr. Jol Stoffers MBA (1969) is professor of Employability at Zuyd University of Applied Sciences (Faculty of Management & Law) in the Netherlands. He leads the Research Centre of Employability, and his research focuses on Employability (HRM), Leadership and Innovative Work Behavior.

He is academic program manager of the master degree of Leadership, Innovation and Change. Next to that he is Research Fellow at the Maastricht University.

Jol Stoffers holds a PhD in Management Science from the Radboud University (Institute for Management Research).

More than fifteen years he worked as a manager and senior HRM consultant in the insurance and recruiting industry.

His research has been published in international journals e.g. Journal of Organisational Change Management.

More information: www.jolstoffers.com
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Overview of this Lecture

- Aim and Statement of this Lecture
- Relationship between Leadership, Employability and Innovative Behavior
- Introduction to Leadership
- Introduction to Employability
- Introduction to Innovation
- Introduction to Innovative Work Behavior

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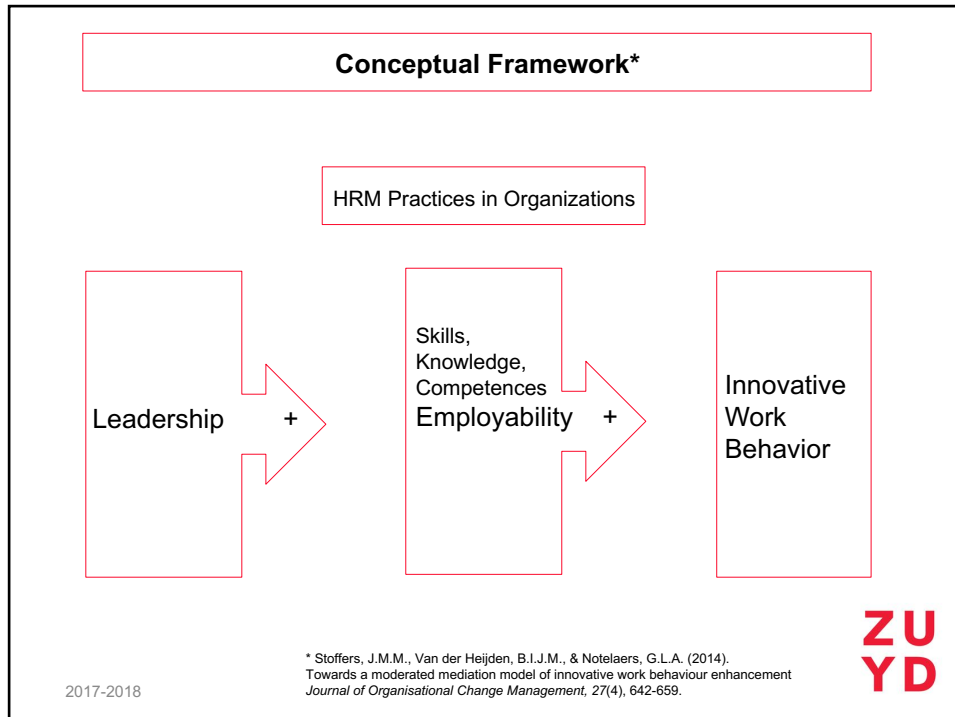
Aim and Statement:

Employees are the most valuable asset we have in organizations, by leading them well we can enlarge their skills, knowledge and competences (representing employees' employability).

So we can use the best of employees' talents to enhance innovation.

Employees have to show innovative work behavior in the organization. Proper leadership and good HRM practices will increase this kind of behavior.

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“The Truth is that no one factor makes a company admirable. But if you were forced to pick the one that makes the most difference, you’d pick **leadership.**”
(Warren Bennis, 1998)

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Research on **LEADERSHIP**

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the "stock price of **'well-led'** companies grew

by over **900%** over 10 years,

compared with **74%** for **poorly led** companies"

Institute for Strategic Change

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LEADERSHIP
DEFINED



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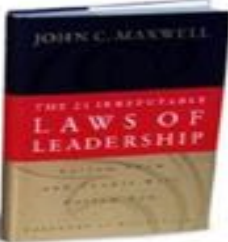
“The only definition of a leader is someone who has followers”
Peter Drucker

A black and white photograph of Peter Drucker sitting on a desk in a lecture hall, facing a group of students. The text is overlaid on the top left of the image.

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“leadership is **influence** nothing more, nothing less”
John C Maxwell

A small image of the book cover for 'The 28 Indispensable Laws of Leadership' by John C. Maxwell. The cover is blue and red with gold text.

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“If your actions
inspire others to
dream more,
learn more,
do more &
become more,
you are a
leader.”

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Top 10 Qualities That Make A Great Leader (Forbes Magazine, 2012)

Honesty

Your team is a reflection of yourself, and if you make **honest and ethical behavior a key value**, your team will follow.

Delegate

Its important to remember that **trusting your team with your idea is a sign of strength**, not weakness.

Communication

Being able to **clearly describe what you want done** is extremely important.

Confidence

As the leader, by **staying calm and confident**, you will help keep the team feeling the same.

Commitment

By proving commitment you earn respect of your team, and will contribute to the same hardworking energy among your staff.

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Top 10 Qualities That Make A Great Leader (Forbes Magazine, 2012)

Positive Attitude

If your team is **feeling happy and upbeat**, they won't mind staying that extra hour, or devoting their best work to the organization.

Creativity

As a leader, its important to learn **to think outside the box**.

Intuition

Tough decisions will need to depend on your gut instinct for answers; **learning to trust yourself** is important.

Inspire, vision

Being able **to inspire your team is great** for focusing on the future goals, but also important for the current issues.

Approach

As a leader, you must have the ability to **customize your approach** on a **person by person** basis, based on the situation at hand.

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Exploit your **human side**

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Supervisors or leaders can have different leadership styles.

Transactional Leadership:

the leader tells the subordinate what to do, and the subordinate does this because of their salary for doing so.

Transactional Leadership focuses on planning, organizing and coordinating.





Malala Yousafzai (1997-) is a Nobel Peace Prize winner.
 "One child, one teacher, one book, one pen can change the world."

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Supervisors or leaders can have different leadership styles.

Transformational Leadership:
 Leaders with a stronger charisma attract people to their cause.

Intrinsic rewards like engagement, motivation and commitment, better self perception.

Transformational Leadership focuses on inspiring and motivating.

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The transactional oriented leader:

- administers;
- maintains;
- focuses on systems and structures;
- relies on control;

- has a short-range view;
- asks how and when;
- imitates;
- accepts the status quo;
- does things right;

The transformational oriented leader:

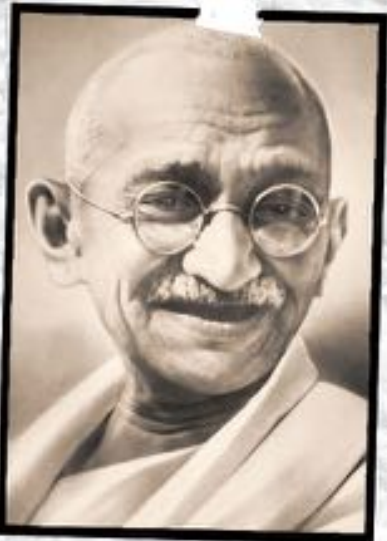
- innovates;
- develops;
- focuses on people;
- inspires trust;

- has a long-range perspective;
- asks why and what;
- originates;
- challenges the status quo;
- does the right things;

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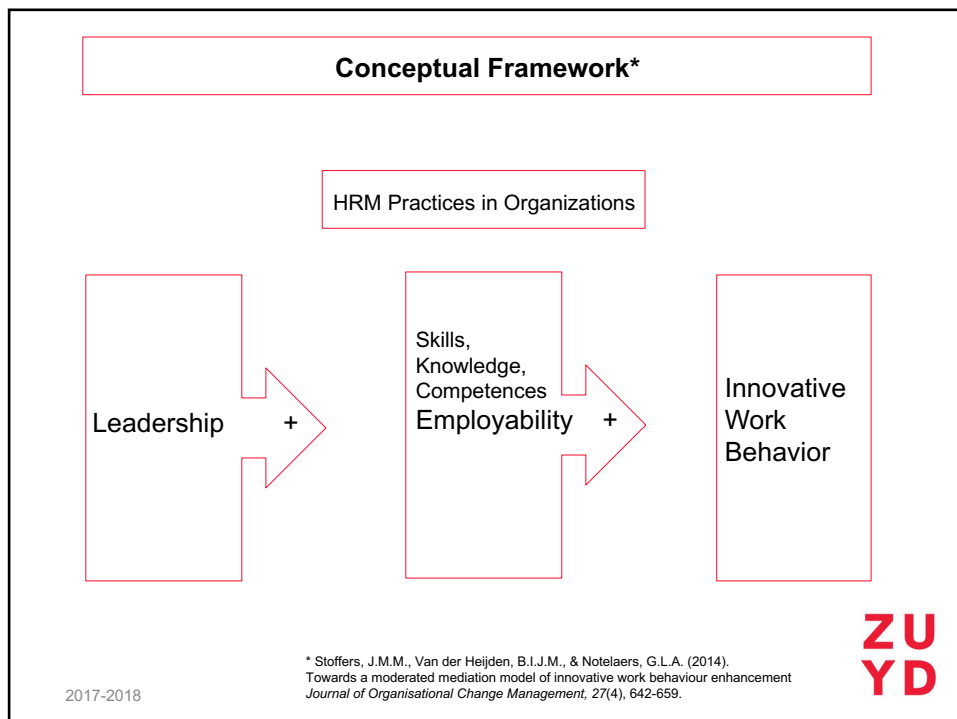
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“Be the change you want to see in the world.”
Mahatma Gandhi



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* Stoffers, J.M.M., Van der Heijden, B.I.J.M., & Notelaers, G.L.A. (2014). Towards a moderated mediation model of innovative work behaviour enhancement *Journal of Organisational Change Management*, 27(4), 642-659.

Employ-*ability*
 the *ability* to be (self)employed

the *ability* to gain initial employment
 the *ability* to maintain employment

the *ability* to **adapt to new situations**,
 to be effective in various context

Employ-*ability* is about employees'
 skills, knowledge and competences,
 and the *ability to learn*



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Employ-*ability*
the *ability* to *learn*

What about your ability to learn new things?

Measuring Employability skills:
Communication, Thinking, Learning,
Attitudes and behaviors, Working with others

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New Skills for New Jobs

To hold information-age jobs, though, students also need to think deeply about issues, solve problems creatively, work in teams, communicate clearly in many media, learn ever-changing technologies, and deal with a flood of information.

The rapid changes in our world require students to be flexible, to take the initiative and lead when necessary, and to produce something new and useful.

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New Skills for New Jobs

Learning Skills

- Critical Thinking
- Creative Thinking
- Collaborating
- Communicating

Literacy Skills

- Information Literacy
- Media Literacy
- Technology Literacy

Life Skills

- Flexibility
- Initiative
- Social Skills
- Productivity
- Leadership

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