

'Rarely does a book contain such breadth and depth of information, that is based on current research and proven techniques. Reading Margareth's book is comparable to completing an advanced degree in the field and practice of leadership. Each page contains information that is worth digesting and soaking in. As a person, Margareth is a force of nature; her book follows suit: it is strong, lively, unchallengeable, and full of energy.'

– Kathleen Stinnet, MCC, executive coach, and co-author of *The Extraordinary Coach*

'Currently, at a time when leadership is in greater demand than ever before, it is especially refreshing to read Margareth's fresh and insightful ideas. Leadership is not a trick or a show, nor is it performance. Real leadership is based on content and authenticity; that is to say, it is based on competence, passion, and organizational needs. The CPO model provides a fantastic benchmark by which every leader can consider how to further increase their own impact, as well as how their leadership can have a contagious effect on others.'

– Roger Dassen, CFO ASML

'This book is published at a time where the world is experiencing a pandemic, and it is also evident that a special kind of leadership is required to navigate during a crisis period, be this crisis a health or economic situation. This means that we cannot proceed with 'business as usual'. Leaders' behaviours should reflect the new mind set, one that is focused on driving a vision that inspires confidence in others and leads the way.'

– Professor Zwelinzima Ndevu, Stellenbosch University, South Africa

'A true invitation to step out of our comfort zone and be the change to "Make Shift Happen"!'

– Maarten de Vries, CFO Akzo Nobel

'I have known Margareth for almost a decade and her intellect, enthusiasm, and powerful communication have always impressed me in our many discussions—both internally and externally with clients in India—on augmenting clients' leadership pipeline using Zenger Folkman's leadership interventions. Her approach, which is based on the award-winning development tools from Zenger Folkman on enhancing personal leadership development, has helped many top organizations in India, both multinational and domestic. This book is a great guide, one that is buttressed with examples that enable leaders to understand their sweet spot and which facilitate their personal transition and their organisation's transition through compassionate and inclusive leadership using scientific leadership tools.'

– Rontu Basu, Co-Founder/Partner Quest Partners, India

Making Shift Happen

Directing Impact

Margareth de Wit

Amsterdam University Press

This is an Academica LifeLong Learning and Amsterdam University Press publication. Academica is a knowledge institution that offers flexible and high-quality education. At Academica, leaders and professionals are supported in increasing their personal effectiveness and in developing a long-term vision that ensures strong employee engagement, an open and action-oriented culture, and continuous improvement of results supported by targeted innovation. Academica is the strategic certified partner of Zenger and Folkman's global leadership programme in the Netherlands.



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For my father

My father has had a considerable influence on how I see the world and my own life, but especially on how I act and make choices. I dedicate this book to him. He was my great example of how to live as a human being in this complex world. Until his death he was able to fascinate me daily with his boundless energy and unconditional love. 'Don't get annoyed, just marvel,' was his adage. I try to convey his message with the same positive energy.

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Timeline



Confucius | 551 BCE–479 BCE

Success always depends on careful preparation; without that preparation, failure is a fact.



Niccolò Machiavelli | 1469-1527

The best leaders are loved and feared, but because it is difficult to unite both in one person, the next best option is to be feared as a leader.



Thomas Carlyle | 1795-1881

The history of the world is but the biography of great men.



Frederick Taylor | 1856-1915

In the past the man has been first; in the future the system must be first.



Max Weber | 1864-1920

Charismatic leadership is authority based on the leader's personal qualities and the recognition thereof by their followers.


















Bertrand Russell | 1872-1970

The whole problem with the world is that fools and fanatics are always so certain of themselves, and wiser people so full of doubt.



Simone de Beauvoir | 1908-1986

One is not born, but rather becomes, a woman.

- 
-   **Abraham Maslow | 1908-1970**
If you only have a hammer, you tend to see every problem as a nail.
-   **Peter Drucker | 1909-2005**
Culture eats strategy for breakfast.
-   **John W. Gardner | 1912-2002**
Pity the leader caught between unloving critics and uncritical lovers.
-   **Nelson Mandela | 1918-2013**
May your choices reflect your hopes, not your fears.
-   **Thomas Kuhn | 1922-1996**
We see the world in terms of our theories.
-   **Jim Rohn | 1930-2009**
The enemy of great is good.
-   **Jack Zenger | 1931**
Greatness is not caused by the absence of weakness.



Umberto Eco | 1932-2016

I belong to a lost generation and am comfortable only in the company of others who are lost and lonely.



Jack Welch | 1935-2020

If you want to change the culture of an organization, change the way it develops its leaders.



Richard Petty | 1937

Confidence is the factor that turns thoughts into judgments about what we are capable of, and that then transforms those judgments into action.



Jesse Jackson | 1941

Inclusion is not a matter of political correctness. It is the key to growth.



Stephen Kern | 1943

Humanity has never strived to slow down.



Daniel Goleman | 1946

People need to be smarter with their emotions.



Anders Ericsson | 1947-2020

Deliberate Practice makes perfect.



John C. Maxwell | 1947

Leadership is not about titles, positions, or flowcharts. It is about one life influencing another.



Peter Senge | 1947

A learning organization is an organization that is continually expanding its capacity to create its future.



Jaap van Muijen | 1960

Leadership is shaped in the process between the personality of the leader, the characteristics of the followers, and those of the situation.



Otto Scharmer | 1961

The business that leaders are in today, is the business of transforming awareness... There is deep longing for more meaning, for connections.



Paul J. Zak | 1962

Trust is kind of this economic lubricant. When trust is high, morale is high... Higher trust environments produce individuals who are happier.



Frederic Laloux | 1969

In the new organizations, management is becoming a way to really bring out the best in people, where trust is given and where humanity is the focus. This ensures work environments that are inspired, goal-oriented and productive.

Foreword

This is a unique book. A quick glance at it may lead you to believe that it is merely one more book on the subject of leadership and leadership development. But that is not exactly what it is. The author's thesis is that the future depends on our ability to make appropriate transitions occur efficiently and effectively. Her aim is to prepare the reader to be a force in making these important shifts happen.

But it isn't the thesis of the book that alone distinguishes this work. We think it is the ability of the author to bring an unusually broad perspective to the topic. We are honored that she has referenced our research and writings. One of the facts that our research highlights is the notion of powerful combinations. The idea is simple. One force or element by itself often has modest influence, but when put together with another element, these become an extremely potent force. For example, gunpowder and a spark make a powerful combination.

This book showers the reader with several powerful combinations. For example, it is at once a very personal book, with references to her family, her business, and her academic experiences. That is combined with research and quotations from a wide variety of scholars in multiple disciplines.

The book is a practical field guide, full of concrete examples of activities that enable the practitioner to help organizations and individuals make transitions. Yet, at the same time, it contains bundles of excellent theory and models that help explain the process of change. This is another powerful combination.

This work is also a fascinating combination of the timely and timeless. It cites examples of the impact of the world pandemic in year 2020. However, alongside these references to current events are insightful discourses on ancient philosophers. This combination of modern science juxtaposed with the best thinking from the past is another powerful combination.

Change and transitions can be viewed from widely different perspectives. It can be approached from an individual, psychological perspective. It can also be viewed from a much broader sociological and organizational viewpoint. This author almost simultaneously does both. The outcome is a far more insightful and useful treatise, if compared to one that primarily used only one of these perspectives.

We could go on, but we hope that the point is made. This is an eclectic book, written in a way that incorporates many dimensions. That's what makes it unique. We promise the reader, you are about to embark on a good 'read'.

Jack Zenger and Joe Folkman

Authors of more than seven bestselling leadership and leadership development books, and founders of the award-winning Zenger Folkman consultancy.