



Positive Management 2015

Report of the Conference

applied **research**

Research Centre
Entrepreneurship &
Business Innovation



**ROTTERDAM
UNIVERSITY**

UNIVERSITY OF
APPLIED SCIENCES

Introduction

On November 18th and 19th the Rotterdam University of Applied Sciences (RUAS) and the Nicolas Copernicus University in Torun, Poland organised the Third European Conference on Positive Management.

Although the concept is explained in some detail in the next paragraph, some remarks may be useful in this introduction. Positive management is not a new theory, trying to replace everything that came before it. It is rather an approach or attitude that links several good practices, enabling people to work according to their strengths. It favours certain leadership styles over others and indicates what might work. In the same vein, positive management recognises the importance of organisational culture for issues ranging from soft controls to labour satisfaction. At the same time positive management varies across economic systems, states, sectors and individual companies.

This booklet is not an academic report of the conference but aims to show the flavour and drift of arguments of those who took the floor. The brief summaries of the different presentations, taken together give an overview of the field, like the tangents to a circle. At the same time the booklet may serve as a first introduction of the concept of positive management, e.g. for students in economic and managerial disciplines. Thirdly, the booklet is meant as a source of inspiration for professionals, researchers and students alike.

The organising team of the conference hopes and expects that the concept of positive management gets its own momentum to the benefit of both employers and employees. If you have any questions, please do not hesitate to contact us.

On behalf of the organising committee, Desiree Meurs and Pieter van Nispen (editors).

What is Positive Management?

Positive management focuses on positive aspects, on things that go well. The natural inclination to focus on negative things, on problems and deficiencies, is turned around towards a focus on 'positive deviation' in organisations. Through the exploration of these processes and phenomena the working climate and productivity in organisations increases.

Researching this new approach started at the Stephen M. Ross School of Business at the University of Michigan by professor Kim Cameron in particular. In Europe it was picked up at the Faculty of Economics and Management of the Nicolas Copernicus University in Torun, Poland. The Polish university organised two conferences on the topic and publishes the Journal of Positive Management.

Positive management, or formally Positive Organisational Scholarship, focuses on the dynamics in organisations that lead to developing human strength, producing resilience and restoration, fostering vitality and cultivating outstanding individuals. The premise is that the understanding of how to enable human excellence in organisations facilitates a more positive course of human and organisational welfare.

The research in this domain results in tools and methods for realising positive management with the proven benefits in terms of working climate and productivity.

Theme and logo

The overall theme of the conference was *positive management applied*. The conference was divided in four parts (two mornings, two afternoons). In chronological order these parts were devoted to management, entrepreneurship, services and new trends and developments (looking forward). These four parts are reflected in the conference logo.



The logo has the form of a plus, the symbol of positive management. It is a puzzle because all pieces of positive management have not yet been put together. The four puzzle pieces on the outside represent the four sessions of the conference.

The change management theory of De Caluwé has inspired the use of colours. Red refers to blood and stands for a human oriented approach. In this case the puzzle piece stands for the first

session on management. At the bottom the green piece stands for entrepreneurship, in particular innovative and sustainable (green) entrepreneurship. On top you find the idea of services. Just because services are more based on trust in comparison to products, we need strict regulations and services; the idea of a blueprint. Right is white because white contains all colours, just like the future itself. In the middle, yellow, is like the spotlight of this management paradigm.

Welcome

The conference was opened with an inspiring speech by Ron Bormans, President of the Rotterdam University of Applied Sciences. *'We are looking for a new way of thinking, thinking in a positive way.'* According to Mr. Bormans society needs new positive students. *'We must recognize and accept that we are all different. Society has unique problems and unique challenges'*. These problems and challenges have to be solved with a positive attitude.

On behalf of the Research Centre Entrepreneurship and Business Innovation Dr. Arie de Wild welcomed the participants, in particular co-initiators Dr. Rafal Haffer and Dr. Aldona Glinska from the Nicolaus Copernicus University at Toruń. He also gave a warm welcome to all the other foreign guests and all the lecturers, students and business partners.

The conference is unique because of the connection research, practice and education. Not only researchers but also practitioners addressed the conference. More than 500 student participants were present from most economic and managerial curricula. Dr. Arie de Wild also thanked the institutes in question for their effort and contribution. *'Without you this conference would not have been possible'*.

DR. WIL FOPPEN

Positive Management

Dr. Wil Foppen, professor at the Maastricht University, enthusiastically talked about the ideas of professor Kim Cameron, the founder of positive management in the United States of America. Positive energy is at the core of positive leadership. It's more than being kind or charismatic; it's a behavioural strategy of powerful, positive energy to the benefit of both individuals and the organisation. Moreover, an abundance approach, organisational virtuousness and positive organisational dynamics are significantly and positively related to effectiveness (e.g. profitability, productivity, quality, innovation, customer satisfaction, employee retention).

In business we have good examples of positive management. Southwest is the world's most successful airline by any possible measure, continuously earning money in a notoriously loss-making industry. Kelleher, the director of Southwest, built a corporate culture that made employees well known for taking themselves lightly, but their jobs seriously. *'The business of business is people. Yesterday, today, and forever'*, Kelleher says. Positive management simply pays off. Everything has to do with energy, productivity and positive outcomes, concluded Dr. Wil Foppen.

Quote

“An abundance approach, organisational virtuousness and positive organisational dynamics are significantly and positively related to effectiveness.”

DR. ADRIAN PYSZKA

Successful Talent Management

It was the first time in the Netherlands for Dr. Adrian Pyszka of the University of Economics in Katowice, Poland. Students and all the other guests listened attentively to his research results. Dr. Adrian Pyszka studied the meaning of talent management in the context of corporate social responsibility and transaction cost theory.

Employers have different views of talented people. How can you manage talents? Talent management is complicated, according to Dr. Adrian Pyszka. Talent management implies the use of an integrated set of activities to ensure attracting, retaining and developing talented people. CSR is important for the sustainability, competitiveness and innovation. It brings benefits for risk management, cost savings, access to capital, customer relationships, and human resources. The study suggests that CSR is very useful for talents. Talent management is a socially unpredictable process that has to be based on a clearly articulated and contingent input-output perspective, provided by positive CSR strategies. It also has a transactional nature. Moreover, the study proposes a CSR driven talent management model, to fill the gap between talent management process and organisation development requirements that enhances in-house talent satisfaction, engagement and commitment talented employees to continue employment as well as attracting outside talents to the organisation.

Quote

Talent Management is a socially unpredictable process that has to be based on a clearly articulated input-output perspective provided by positive CSR strategies.

DR. ARIE DE WILD

A Positive Take on Preoccupation with Failure

Dr. Arie de Wild, associate professor at the Research Centre Entrepreneurship and Business Innovation (RUAS) took everybody on a tour to discover organisational silence. *'If you want to achieve the best, you have to respect the worse'*. Organisations have to solve the problem of organisational silence, and have to find hidden messages. If there is no evidence, it does not mean that there is no problem. Organisations should look for evidence even when they do not see it. But how do you discover the silence (as an indication of problems)? How can you break the code of silence? It is difficult to hear the silence in all the noise, but to break the code of silence, each organisation can use a framework from knowledge management to guide preoccupation with failure. In every company you will find organisational silence, but you have to listen to the sound. Four students, supervised by Dr. Arie de Wild, used the framework and researched exam fraud. The results show that lectures and supervisors seem to facilitate cheating. This research showed to be rather successful and is also closely linked to positive management.

Quote

“You need to solve the problem of organisational silence.”

ROBBERT NESSELAAR

Rotterdam Celebrates the City

Robbert Nesselaaar, brand director at Rotterdam Partners, told the fascinating story of the origins of Rotterdam. He mentioned the most important elements of the city, like the Euromast and the Erasmusbrug. *'Every city has a character and an image'. 'If you gather all the characteristics of the people in the city you get the city's character'*. People make the city with space for experiments, for events and for innovation. Rotterdam has much modern architecture and won a lot of awards, something the city is proud of. How can you really stand out as a city? Rotterdam has a yes-attitude, people are the city, and it is also about celebrating. The people in Rotterdam share roots and are ambassadors of Rotterdam. How do we promote the city? We like to focus on the joint marketing, with organisations and people. You have to embrace partners, do joint marketing and have joint and visible connections. *'Cooperation is always more effective than competition'. 'It is about acting as a world citizen'*.

Quote

'Every city has a character and an image. If you gather all the characteristics of the people in the city you get the city's character.'

DR. MARJAN GORGIEVSKI & JACQUELINE JUMELET

Challenge and Hindrance Job Demands for Entrepreneurs

Dr. Marjan Gorgievski, assistant professor at the Erasmus University Rotterdam, and Jacqueline Jumelet, PhD candidate, told with great enthusiasm about their research. Building on the Conservation of Resources Theory and the Challenge-Hindrance Framework, the qualitative study expands the entrepreneurial job-demands-resources model through discriminating hindrance demands from challenge demands. The study demonstrates how entrepreneurial resources influence the way they perceive demands. Demands are for example related to creative work features, solutions for problems, innovation and cooperation. *'Entrepreneurs can gain important competitive advantage, if they learn how to deal effectively with demands'*. In addition the study shows that hindrances and challenges are different between entrepreneurs and they change over time as a function of current resource levels and degree of resource acquisition.

Quote

Resources of entrepreneurs influence the way they perceive demands, and how perceptions can change over time.

CHRISTEL DE MAEYER & DR. KARIJN BONNE

Tools to Support new and young Companies in their Business Models

Christel de Maeyer and Dr. Karijn Bonne are both researchers at the Artevelde University of Applied Sciences in Ghent. They started several projects to support entrepreneurship, including an innovation lab. Innovation is needed for entrepreneurs to grow or to even survive in the future. The established traditional business models from the past should be innovated in more socially driven models that take into account new societal challenges. The Research Centre of the Arevelde University of Applied Sciences focuses on new business models to support pre- and early stage start-ups to set up a new business model as well as on guiding growing SME's in their transition to a new model. They obtain understanding through evidence-based research and the development of tools and methodologies. The focus is on business model innovation in general and some specific themes, such as sharing & collaborative economy, 3D & materials economy, blue economy & cradle-to-cradle and crowd-funding and the entrepreneur. Christel de Mayer and Dr. Karijn Bonne asked the audience for input for their research. There were some interesting discussions about how to research new business models.

Quote

“ The established traditional business models from the past should be innovated in more socially driven models that take into account new societal challenges. ”

BERRY ANDEWEG

Entrepreneurship in Educational Development

Berry Andeweg, Course Director of the Community Entrepreneurship, School of Commercial Management, RUAS spoke about the new communities of his school. The five new communities (entrepreneurship, sport, social, creative and global) are the basis for teaching in short cyclical blocks. They include knowledge-based subjects, projects to get more understanding of practice and much attention for talent development. In addition the communities have strategic partnerships with companies in realising the projects. All of this motivates students in a positive way to achieve good results.

Quote

“ We have a new curriculum which is a direct application on entrepreneurship.”

DR. KRZYSZTOF LEJA

Positive Management of the University

Dr. Krzysztof Leja of the Gdansk University of Technology talked enthusiastically about the history of the Gdansk University of Technology, before discussing his research. The Gdansk University is a large university with 3500 students and nine departments. Polish universities are focused on achieving results, measured by indicators. This applies to each element of both education and research, resulting in extrinsic motivation.

The research of Dr. Krzysztof Leja shows that this approach discounts the importance of building a positive relationship between members of the staff and undertaking activities, intended to create a situation where hedonistic joy of work will dominate in universities. Dr. Krzysztof Leja concluded that one of the sources of success for a university is an increased resistance to impacts, reflected by the term 'antifragility'. This may be reinforced by exploiting the potential of strategic paradoxes and should be accompanied by an innovative approach to motivation (autonomy, mastery as a way of thinking and purpose maximisation).

Quote

Universities should search for management methods providing more space for creation (searching for new ideas) on the one hand and on the other ensuring a balance between pursuit of results and pursuit of well-being.

Entrepreneurial Compass

Gijsbert Westland, lecturer Community Entrepreneurship, School of Commercial Management (RUAS) discussed the application of the innovation compass.

This compass is a tool, developed by Dr. Guy Bauwen of the Research Centre Entrepreneurship and Business Innovation. It shows the necessary directions for the entrepreneur to focus on effective valorisation and commercialisation of strategic innovations. Students are working in projects with the innovation compass. The reason to use the innovation compass in education is that 90% of the innovations fail while at the same time 84% of the company directors claim that innovation is important for growth.

After an introduction of the innovation compass, Gijsbert Westland conducted a short interview with Marius van Vlijmen about his experiences with the students in the project. Marius van Vlijmen is very satisfied with the innovation compass and the results of students. *'The students have helped me, with the innovation compass, to define the next steps'.*

Quote

“ We train our students to be positive entrepreneurs. Students are working in projects with the innovation compass to help entrepreneurs. ”

ANDRÉ GRIFT

How to Start up in the States?

André Grift, an experienced award winning entrepreneurial leader, talked about positivity in the USA and the differences in positivity between the Netherlands and the USA. Everybody is positive in de USA. You have to be positive because otherwise you cannot motivate people.

Many Dutch entrepreneurs are active in the USA. Therefore, André Grift founded the Netherlands Chamber of Commerce in the United States, with an incubator service, to help the Dutch entrepreneurs in question.

American and Dutch entrepreneurs show a lot of differences. Dutch entrepreneurs are traders and preachers. Dutch entrepreneurs love to see consensus; if the process is good, the results don't matter anymore. Conversely, American entrepreneurs are goal oriented, only results matter. Dutch entrepreneurs are direct; if you ask for an opinion, you get it and even if you don't want one. The American entrepreneurs on the other hand are always polite. The USA and the Netherlands are different worlds and for that reason he helps Dutch entrepreneurs to start up in the USA.

André Grift advises to grow in your own market before you consider to go to the USA.

Quote

Managers should drive innovation, execute strategies for growth, manage risks, and transform ideas into profitable global businesses.

GILBERT CURTESSI

A Platform for future Growth. An Example of the Next Economy in Practice

Gilbert Curtessi, an experienced entrepreneur, took the audience through his experiences in different companies, including his own. He is director business development of the platform for future growth, a platform that tries to accelerate the sustainable production industry in Rotterdam. Grown-ups and start-ups work together in a 5200 m² incubator facility in Rotterdam. Experienced entrepreneurs help entrepreneurs in the start phase to overcome their difficulties. *'The platform is not about profit it is about the connection you make with each other'.*

Quote

“It is not about profit, it is about the connection you make with each other.”

Soft Controls

Dr. Maaïke Lycklama à Nijeholt, assistant professor at RUAS, reminds the audience that the EU is slowly recovering from the recession. *'We now have to draw the lessons from the crisis'* These topics represent the focus of the financial management research group of Dr. Maaïke Lycklama à Nijeholt: soft controls, soft due diligence check, alternative forms of finance and mergers and acquisitions.

Dr. Lycklama explains soft controls and why they are so important. Soft controls are the opposite of hard controls (e.g. rules and obligations). However hard controls don't work in the long run. The crisis has clearly shown the limits of the effectiveness of hard controls. Soft controls on the other hand focus on integrity and ethics (e.g. norms and values) and have a long term effect. Soft controls influence human behaviour more intensively than hard controls do.

The financial management research group aims at influencing behaviour in organisations. One of the intended deliverables is a soft control scan for a company, providing understanding and focus. Seven variables have been identified and are included in the soft control scan. Considering the recent crisis from which we are still recovering, Dr. Lycklama finds the following quote quite relevant: *'the pessimist sees difficulty in every opportunity, the optimist sees opportunity in every difficulty'*.

Quote

“Soft controls influence human behaviour more intensively than hard controls.”

PIETER VAN NISPEN

Organisational Culture

Pieter van Nispen, senior lecturer and researcher at RUAS, explained the importance of culture in business. Culture is an instrument of business and management that is underestimated at present. It is becoming more and more important in view of the shift to post-modern society, multicultural society, trade and investment, good working climate and soft controls. The question is: how should management influence the business culture?

People in an organisation form a unique organisational culture, different from a national or regional culture. One point of attention is the difference between Anglo-Saxon and the Rhineland economic system. The on-going research uses Dreimüller's theoretical framework, the 4ling. It consists of a typology of four types of organisational cultures: task, aim, team and process culture. This framework helps to explore the organisational culture, not to determine it. Much more research is required in order to provide reliable tools to management.

Quote

“ Culture is becoming more and more an important instrument for management. ”

BRIAN VAN ES

Social Impact Bonds

Brian van Es, conducting his graduate research at the Research Centre Entrepreneurship and Business Innovation (RUAS) discussed Social Impact Bonds (SIB). SIB is a new finance instrument to combat social issues like youth unemployment in a commercial way. The strength of SIB is that it works by its ability to measure the result. As a consequence government also needs to measure the impact of its social programmes, because measurement is an essential element of the process.

Furthermore, a SIB moves the financial risk from government to private investors and is aimed at long term funding. Investors are in principle very interested in SIB, at present mainly Dutch banks and relevant foundations. Two SIB programmes are running in Rotterdam and one in Utrecht. They are focused on unemployment, reoffending, and homelessness.

Quote

“ A Social Impact Bond is a new financial instrument to combat social issues. ”

Creating a Soft Due Diligence Check on M&A

Sybe Stuij, researcher and lecturer (RUAS), gave a very interesting presentation about his master thesis on which he elaborates in his current research. He showed the problem of acquiring companies that failed to reap the benefits from their acquisitions. Prior to the crisis 70% of the \$3.5 trillion dollars in takeovers failed. Literature does not explain this high failure rate. Often the unit of analysis is too broad and cannot identify the problem. For example experienced employees may already have left the company when the acquisition takes place and hence, the intellectual value has already decreased. For this reason he suggests to return back to basics.

In addition to the hard aspects of the acquisition process the soft aspects need to receive attention. The latter are insufficiently taken into account in acquisitions. Soft managerial skills are important in two aspects: social skills and skills to use the mechanism. For example, workers should be able to criticize the top management team and their decisions. Sybe Stuij believes that the high failure in M&A is the result of human failure, not of business failure.

For this reason the research is focused on the soft due diligence check (SDDC). It shows the importance of soft aspects in an acquisition. The SDDC will investigate four domains: skills, staff, style and shared values. The ultimate aim is a traffic light, showing the soft side of an acquisition next to the hard ones.

Quote

I believe the high failure rate of acquisitions is the result of human failure, not business failure.

DR. PRZEMYSŁAW ZBIEROWSKI

Positive Antecedents and Consequences of Entrepreneurship

Dr. Przemyslaw Zbierowski of the University of Economics in Katowice gave a clear presentation about the importance of research on entrepreneurship. Basically, research on entrepreneurship combines management research with the reality of life. So, why do people start up a business? They do so because of the need for autonomy, intrinsic and pro-social motivation, wellbeing as an antecedent and a higher psychological capital (hope, optimism, resilience). One of the down sides of entrepreneurs is that they often get overconfident; a common trap for starting entrepreneurs. However, the net effect of being an entrepreneur is being healthier, more flexible and having a better work-life-balance. The job of entrepreneur is more interesting. A common misperception is that an entrepreneur earns more than an employee, but the median is less than an employee earns.

Dr. Zbierowski is also involved in the GEM monitor, the global entrepreneurship monitor of about 2.000 people per country. He asked the audience: who thinks entrepreneurs are happier than employees? One quarter of the audience thinks that employees are happier. But in reality research shows that entrepreneurs are happier than employees. In the Netherlands entrepreneurs are happier than in Belgium, France and Poland.

An interesting remark from the audience is that there is not a distinction made in the use of capital for entrepreneurship of a start-up. Dr. Zbierowski sees this as a good topic for further research.

Quote

We have to take the next step in uncovering the positive antecedents and consequences of entrepreneurship.

DR. ALDONA GLINSKA-NEWES

Positive Relationships at Work

Dr. Aldona Glinska-Newes, of the Nicolaus Copernicus University in Torun, presented her research on positive relations at work (PRW). Positive relationships include the experience of vitality and aliveness in work. Her research focuses on the relationship of PRW and innovation. For this purpose Dr. Glinska developed a scale to measure innovation among people and business. The analysis of the results showed two factors, which together indicate the innovation readiness. The factor PRW is used to indicate positive relationships among employees, between employees and with the supervisor. The second factor is emotional distance. In setting up a factor scale a Star Wars analogy is used in which the two factors relate to four different typologies of Star Wars: the Jedi Knights, Lord Father with the Storm Troopers, Rebels and Sand People/Tuskens. The conclusion is that PRW supports innovation, and creates innovation, if leadership is supportive.

Quote

“Management tools to support positive relationships are important in organisations.”

DR. RAFAL HAFFER

Positive Employee Attitudes as a Determinant of Project Success and Business Excellence: the Case of Poland.

Dr. Rafal Haffer, of the Nicolaus Copernicus University in Torun discussed positive employee attitudes as a determinant of project success and business excellence. They are in essence the consequences of positive employment on both operational and strategic level.

His research is divided in two projects. Project 1 is concerned with the self-assessment in quality management systems of companies. This project aims at determining the critical factors of the EFQM excellence model. Enablers encompass the areas people, customers, society and results. But as always *'there is no excellence in business and people, we can only strive for it'*. Polish companies score low on the factors 'people management' and 'people results'.

Project 2 aims at identifying factors that increase management efficiency. Several project success factors were tested in six groups. The two more important factors are connected with project managers and factors connected with the team. *'Thus I can give you the evidence that positive management really impacts business excellence'*.

Quote

“Positive employee attitudes, such as work engagement and job satisfaction are important for project success and business excellence.”

DONNA MORROW

Meaningfulness in Work: Why Sensitivity Matters

The research question of Donna Morrow (University of Dallas) is how to best define meaningfulness sensitivity in work. Basically meaningfulness is finding significance or purpose in work. Thus job crafting results in more job meaningfulness, provides more value in work, and increases employee retention. Hence, meaningfulness is a positive outcome and requires more research. It derives from a Buddhist perception: *'If employees realize that there is space to craft their own job, there is more meaningfulness in work.'*

Donna Morrow's PhD research focuses on the front line management of two major airline companies. Between these two airlines there is a difference in sensitivity.

The audience raised three interesting questions.

Question: is there a difference between ages in job meaningfulness?

Answer: It would be very interesting to investigate but ms. Morrow does not think there is a very big difference between ages.

Question: Is the type of motivation of influence on meaningfulness?

Answer: It could be intrinsic or extrinsic motivation. It depends also on your management. The type of company is also important. And of course on the type employee.

Question: is autonomy of influence? Because in Poland we see that we job design is mostly top-down.

Answer: Allow the individual to tweak the job so that they can give back to the company.

Quote

Job design adaption, forms a foundation for finding meaningfulness in work and is a motivator that results in happier and more productive employees.

RON AINSBURY

Embedded Sustainable Business Practice for Positive Results

Ron Ainsbury, Associate Professor (RUAS), gave an excellent overview of sustainability and business. The starting point of business is to make money, not to think or feel about sustainability or social issues. However, this is a too narrow view of business. Now we believe business should also focus on social issues. This was demonstrated by a video of CEO Ray Anderson (one of the leading CEO's in Australia) to realise his company's transition to zero emissions.

Anderson: 'I never gave one thought about what we took from or did to Earth, except to be sure that we obeyed all laws and regulations. But after the introduction of zero emissions we showed that it is actually a better business case. We showed a lot of decline through efficiencies and use of renewable energy and materials. After 12 years we are about half way through to zero emissions. The better way to profit is the zero emissions case. Cost, profit, people, market all benefit from zero emission. The business case is good for sales and profit, even when reducing impact on the climate.'

Another example is Unilever and its threefold plan for sustainability: positive social impact, doubling the business and halving the environmental footprint. The basis is sustainable profit and ultimately more value for the shareholder. The business benefits by more growth, more trust, lower costs, and less risks. Better output with lesser impact. This approach drives employees' and also investors' motivation.

A single focus on profit results in less motivation and draws energy from employees. On the other hand, a focus on sustainability delivers in the end more and better results.

Quote

Profit is the purpose of business about as much as breathing is the purpose of living.

Looking forward

In the afternoon several inspiring workshops were realised around the theme 'looking forward'. Approximately 350 students participated in these workshops, realised mostly by researchers and lectures of RUAS, but also by some foreign guests.

The following workshops were provided.

- ▶ Attitudes on cultural diversity among startups in Silicon Valley; Cheryl Gerretsen (RUAS), Koen van der Kooy (RUAS), Christophe van Puymbroeck (RUAS), Jessica Shinnick (RUAS)
 | *'There needs to be a shift from an ethnocentric mind-set to an ethno-relative mind-set to cultivate business innovation better.'*
- ▶ How Change Agents are Damaged by Leading Change; Dr. Nicole Osentoski (RUAS)
 | *'The manager must become the change that he/she is leading.'*
- ▶ Why Circular Economy could shape a brighter future in Europe?; Rink Weijs (RUAS) and Dea Knol-Veldhuizen (RUAS)
 | *'The best way to forecast the future is to create the future.'*
- ▶ Chinese Business Models; Eddy Yong
 | *'Shanghai and Rotterdam have the same problems, a green roof is essential for helping business and cities.'*
- ▶ Forecasting and Scenario Planning; Dr. Henk van den Berg (RUAS)
 | *'You write a scenario to see if you are ready for uncertainties to happen.'*
- ▶ Positive Leadership; Desiree Meurs (RUAS)
 | *'The positive leadership game helps to think about positive leadership strategies in different situations, and is perfect for educational purposes.'*

Conclusion

After the workshops Pieter van Nispen chaired a concluding plenary session. Pieter van Nispen looked back on the two conference days and asked the participants what can be concluded about positive management in terms of education, research and its application in organisations. Positive management has shown to be really important. *'We need to have a positive education atmosphere and environment'*, stated one of the lecturers. Pieter thanked everybody for his or her presence.



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Programme

Wednesday, 18 november 2015

Morning		Theme : Management
<i>Chair: Peter Karstel, Director, School of Management, RUAS</i>		
08.30	Registration	
09.00	Welcome, Ron Bormans, President of the Rotterdam University of Applied Sciences	
09.15	Welcome, Dr. Arie de Wild, associate professor, Research Centre Entrepreneurship and Business Innovation, RUAS	
09.30	Keynote, Dr. Wil Foppen	
10.30	Break	
11.00	Successful Talent Management through Positive CSR driven Transactions, Dr. Adrian Pyszka	
11.25	Silence is not golden. A Positive Take on Preoccupation with Failure. Dr. Arie de Wild, associate professor, RUAS	
11.50	Rotterdam celebrates the city, Robbert Nesselaar, Rotterdam Partners	
12.15	Luncheon	

Wednesday, 18 november 2015

Afternoon		Theme : Entrepreneurship
<i>Chair: Gijsbert Westland Lecturer of English, Community Entrepreneurship, and Ria Slingerland, Head of International Relations, School of Commercial Management Studies, RUAS</i>		
13.15	Challenge and Hindrance Job Demands for Entrepreneurs, Dr. Marjan Gorgievski, assistant professor at the Erasmus University Rotterdam and Jacqueline Jumelet, lecturer and researcher at RUAS	
13.45	Tools to support new and young companies in their business models, Christel de Maeyer and Dr. Karijn Bonne, Artevelde University of Applied Sciences	
14.15	Break	
14.45	Entrepreneurship in educational development, Berry Andeweg, Course Director Community Entrepreneurship, School of Commercial Management Studies, RUAS	
15.05	Positive management of the University, Dr. Krzysztof Leja, Faculty of Management and Economics, Gdansk University of Technology	
15.30	Entrepreneurial Compass: a Case Study; interview with Marius van Vlijmen, Dr. Gijsbert Westland, Community Entrepreneurship School of Commercial Management Studies, RUAS	
16.00	Break	
16.30	How to start up in the States? André Grift, The Netherlands Chamber of Commerce in the USA	
17.00	SuGu, a platform for future growth. An example of the NextEconomy in practice, Gilbert Curtessi, Business Development Director, Transmare Group	
17.30	Conclusion	

Thursday, 19 November 2015

Morning		Theme : Services
<i>Chair: Dr. Maaike Lycklama à Nijeholt, Associate professor RUAS</i>		
8.30	Presentations of the Financial Management Research Group, RUAS <ul style="list-style-type: none">▶ Organisational Culture, Pieter van Nispen▶ Social Impact Bonds, Brian van Es▶ The Soft Due Diligence Check: Success and Failure, Sybe Stuij	
09.45	Break	
10.15	Positive Antecedents and Consequences of Entrepreneurship – Theoretical Considerations, Dr. Przemyslaw Zbierowski	
10.40	I like you and you like me, let's do something creative, Dr. Aldona Glinska-Newes	
11.05	Break	
11.30	Positive Employee Attitudes as a Determinant of Project Success and Business Excellence: The Case of Poland, Dr. Rafal Haffer, Dr. Joanna Haffer	
12.00	Finding meaningfulness In-Work: why sensitivity matters, Donna Morrow	
12.30	Luncheon	

Thursday, 19 November 2015

Afternoon		Theme : Looking Forward
13.30	Embedded Sustainable Business Practice for Positive Results, Ron Ainsbury	
14.00	Split in workshops	
14.15	Start of workshops <ul style="list-style-type: none">▶ Attitudes on cultural diversity among startups in Silicon Valley; Cheryl Gerretsen, Koen van der Kooy, Christophe van Puymbroeck, Jessica Shinnick▶ How Change Agents are Damaged by Leading Change; Nicole Osentoski▶ Why Circular Economy could shape a brighter future in Europe?; Cor van Leeuwen▶ Alternative Forms of Finance; Ron Ainsbury and Peter Anker▶ The Positive Leadership Game; Desiree Meurs▶ Organizational Culture; Pieter van Nispen▶ To be announced	
15.45	Conclusion of workshops	
16.00	One minute pitches per workshop	
16.15	Concluding discussion	

Parties

ROTTERDAM UNIVERSITY OF APPLIED SCIENCES

Rotterdam University of Applied Sciences (RUAS for short) is a dynamic knowledge institute for higher professional education.

Over 30,000 students and around 3,000 members of staff are pursuing their career here - the typical Rotterdam way. Through our Rotterdam Educational Model we provide practice-focused, well-considered, flexible education that allows all of our students and staff to play an important role in real, innovative projects.

RESEARCH CENTRE ENTREPRENEURSHIP AND BUSINESS INNOVATION

The Research Centre Entrepreneurship and Business Innovation is the central location within the Rotterdam University of Applied Sciences in the following fields: innovation and entrepreneurship. The Research Centre supports companies and RUAS students by conducting and enabling of applied research, benefitting the four RUAS schools of management and entrepreneurship.

The Research Centre Entrepreneurship and Business Innovation employs associate professors who have proven their value in business or the public domain. Researchers and lecturers support them in their research.

ORGANISING COMMITTEE

- ▶ Desiree Meurs: co-ordination content, Research Centre Entrepreneurship and Business Innovation
- ▶ Henk van den Berg, contact point Rotterdam Business School
- ▶ Ria Slingerland, contact point School of Commercial Management
- ▶ Helen van Oosten; administration, finance, organisation and support, Research Centre Entrepreneurship and Business Innovation
- ▶ Pieter van Nispen; project co-ordinator, Research Centre Entrepreneurship and Business Innovation and School of Management
- ▶ Guy Bauwen, director Research Centre Entrepreneurship and Business Innovation

NICOLAUS COPERNICUS UNIVERSITY

The Nicolaus Copernicus University in Toruń (NCU) was founded in 1945. It is one of the largest universities in Poland, currently comprising 17 faculties (including 3 medical faculties at Collegium Medicum UMK in Bydgoszcz). It provides graduate and postgraduate courses for almost 30 000 students, offering education in over 80 fields of study, 100 specialisations and 50 postgraduate courses. The university employs 4300 staff on both Toruń and Bydgoszcz campuses, over half of whom are academic teachers. NCU alumni now number nearly 200 000.

The university participates in student and staff exchange programs at both international (the Erasmus program) and national (the MOST program) levels. It develops studies in cooperation with universities abroad and is currently collaborating with the universities in Angers (economics) and Moscow (history).

NCU has state-of-the-art research infrastructure including the National Laboratory of Atomic, Molecular and Optical Physics (FAMO), the Center for Quantum Optics and the Interdisciplinary Center for Modern Technologies to name but a few, as well as modern teaching facilities comprising, among others, Collegium Humanisticum and the brand new University Sports Centre.

The University Library holds an imposing collection of nearly 3 million printed volumes, periodicals and special collection items. NCU campus hosts the Academic Centre for Arts and Culture 'Od Nowa', one of the oldest students' clubs in Poland.

This has contributed to the Nicolaus Copernicus University's position as one of the five best universities in Poland and it is also the reason why QS World University Ranking has placed NCU in the top 4% of universities in the world.

JOURNAL OF POSITIVE MANAGEMENT

Broad profile of the periodical allows you to reflect on different management issues, such as organisational behavior, leadership and power in an organisation, corporate social responsibility, human resources management, quality management and business/organisational excellence, performance measurement and self-assessment. Journal of Positive Management also publish articles in such fields like strategic management, management system standards and knowledge management.

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Journal of Positive Management

w: <http://www.jpm.umk.pl/>



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