

# Dagelijks Zelfleiderschap en Bevlogenheid

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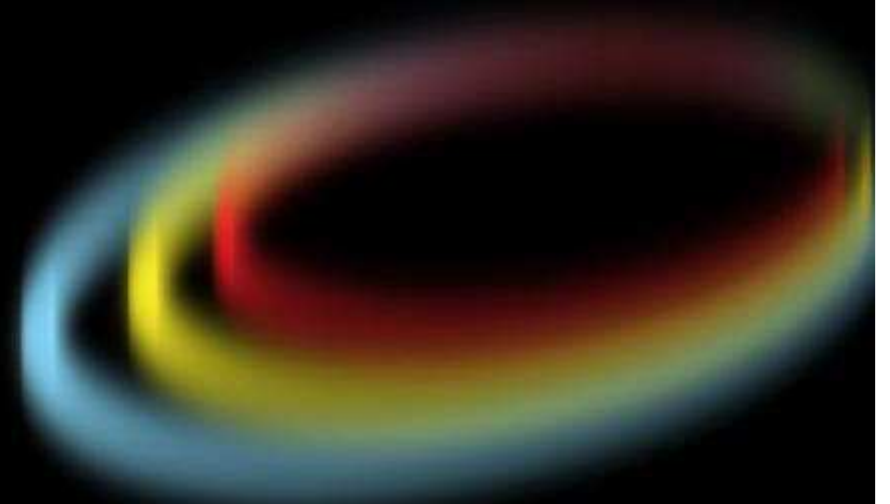
NKDI - BA&O Congres  
Arnhem, 20 mei 2016

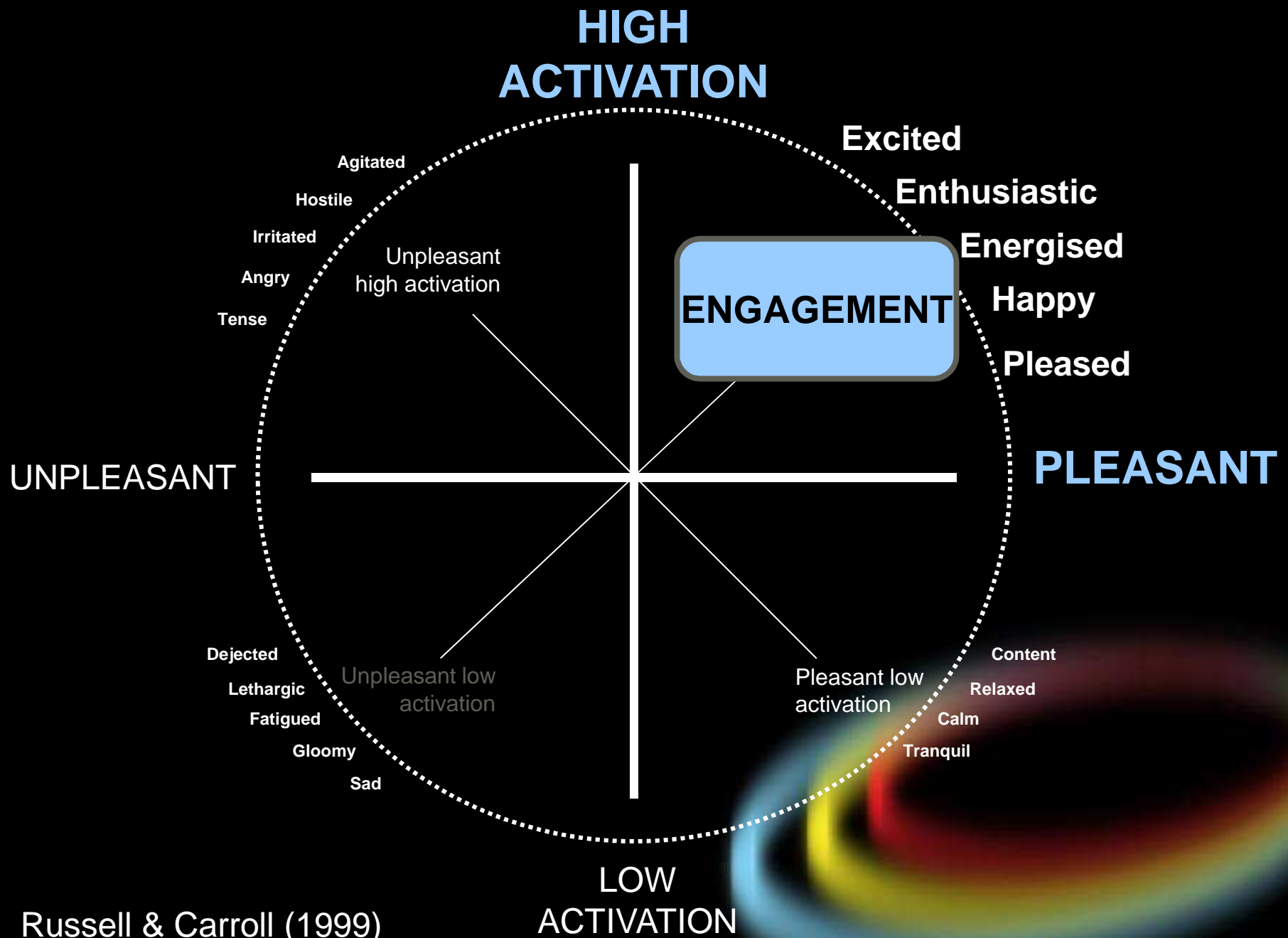


# Work Engagement

“A positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption.”

Schaufeli & Bakker (2010)



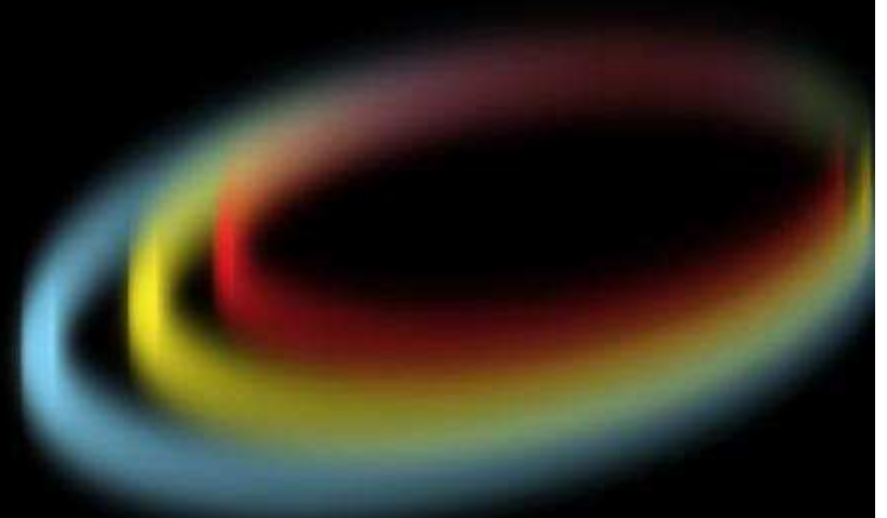


Russell & Carroll (1999)

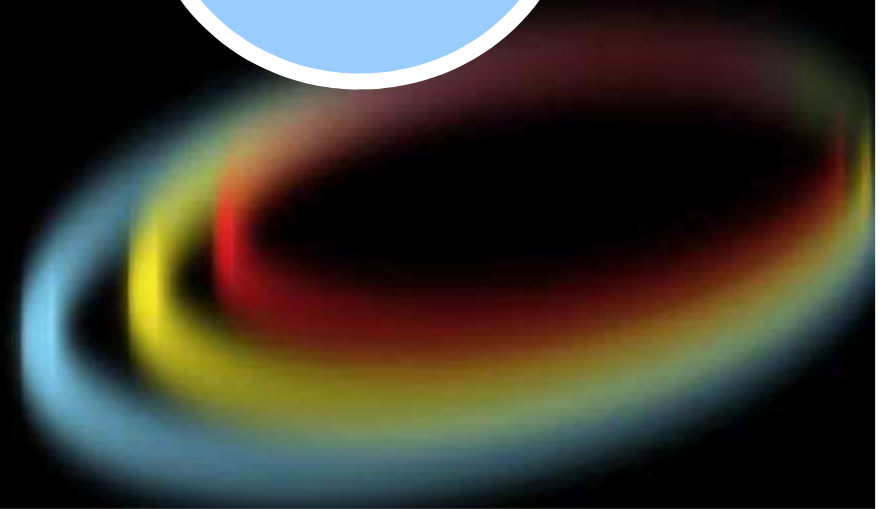
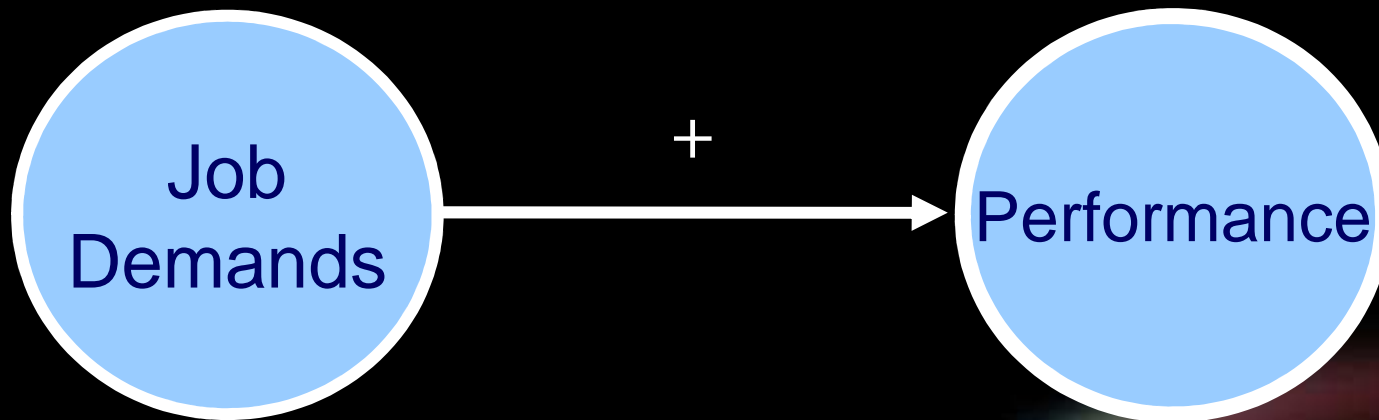


PART 1

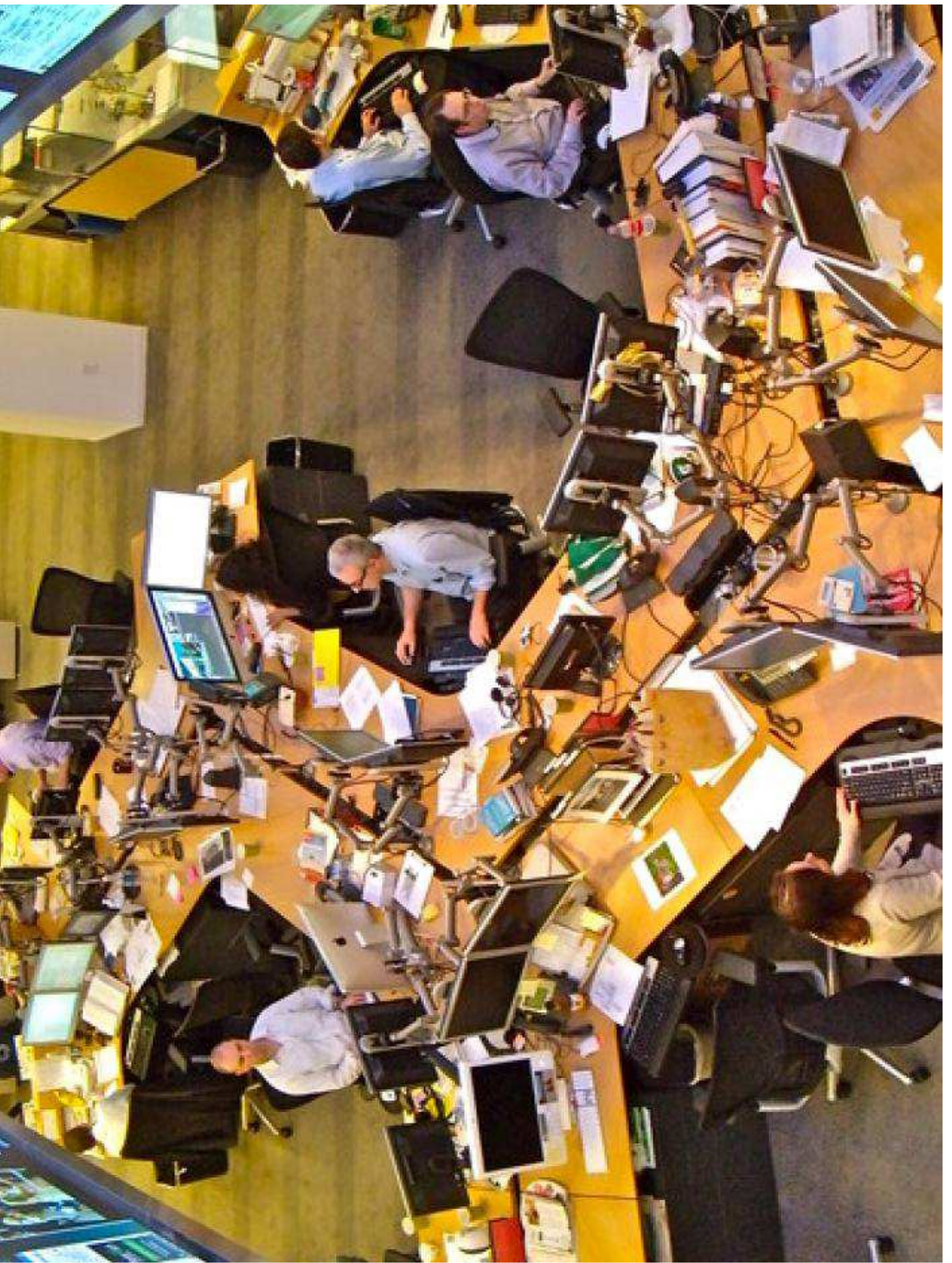
# JD-R model



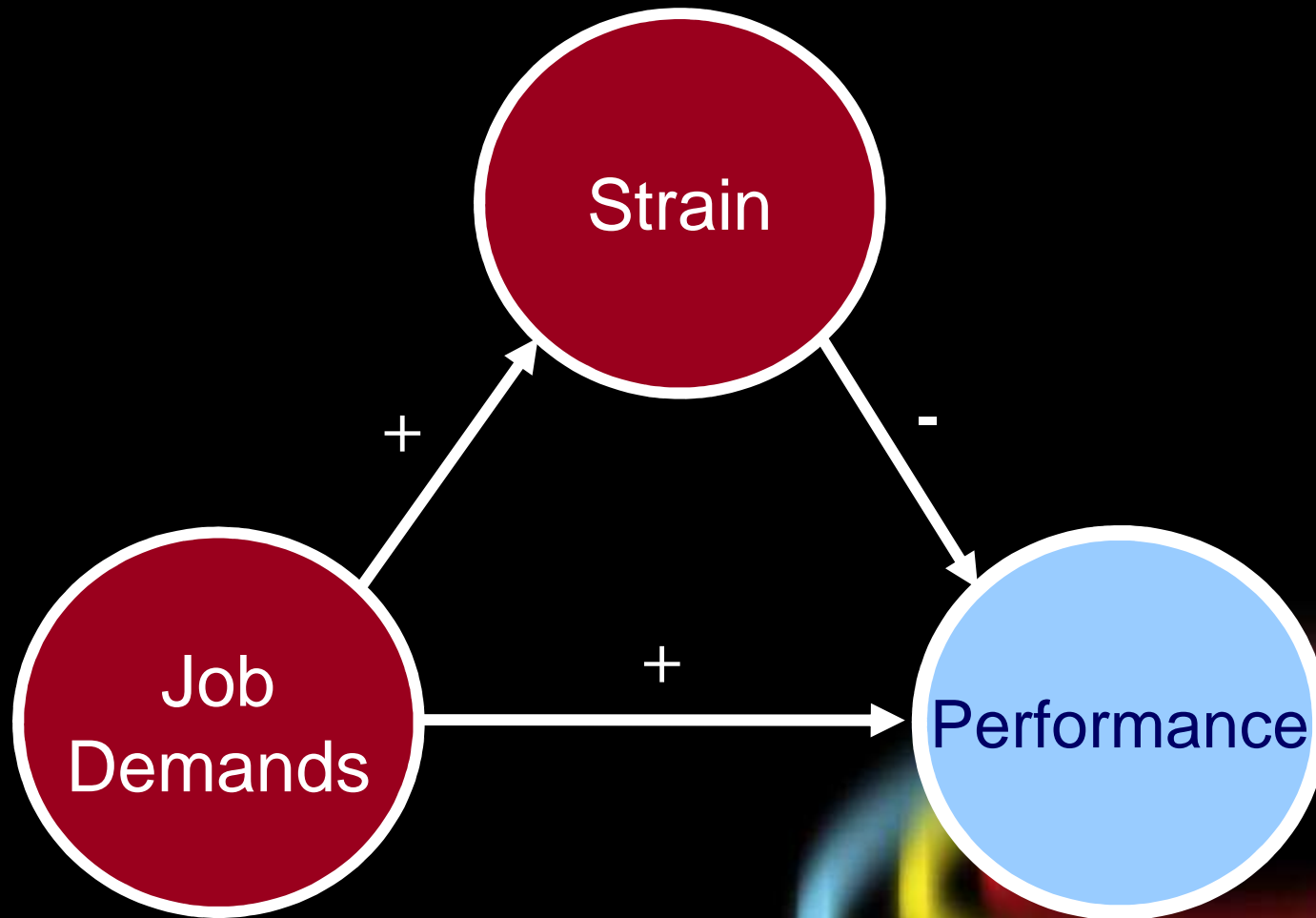
# Performance process





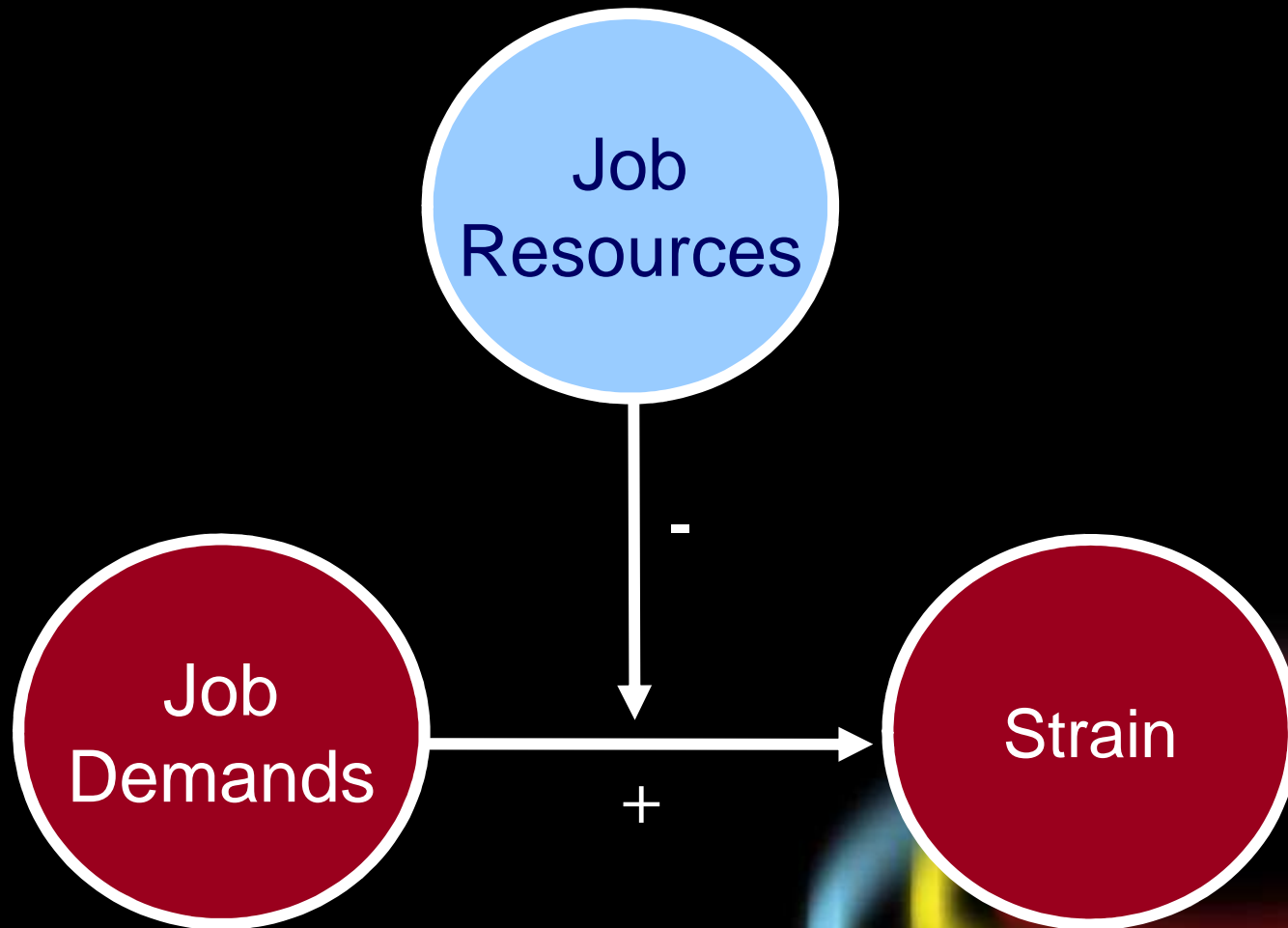


# Performance process





# JD-R Model





# Job Demands and Resources

A silhouette of a person walking a tightrope, symbolizing the balance between job demands and resources. The person is walking on a thin wire stretched between two tall, lattice-like towers. The background is a warm, orange-brown gradient, suggesting a sunset or sunrise. The overall image conveys a sense of challenge and the need for balance.

Physical  
Demands

Cognitive  
Demands

Emotional  
Demands

Workload

Role conflict

Etc.

Feedback

Coaching

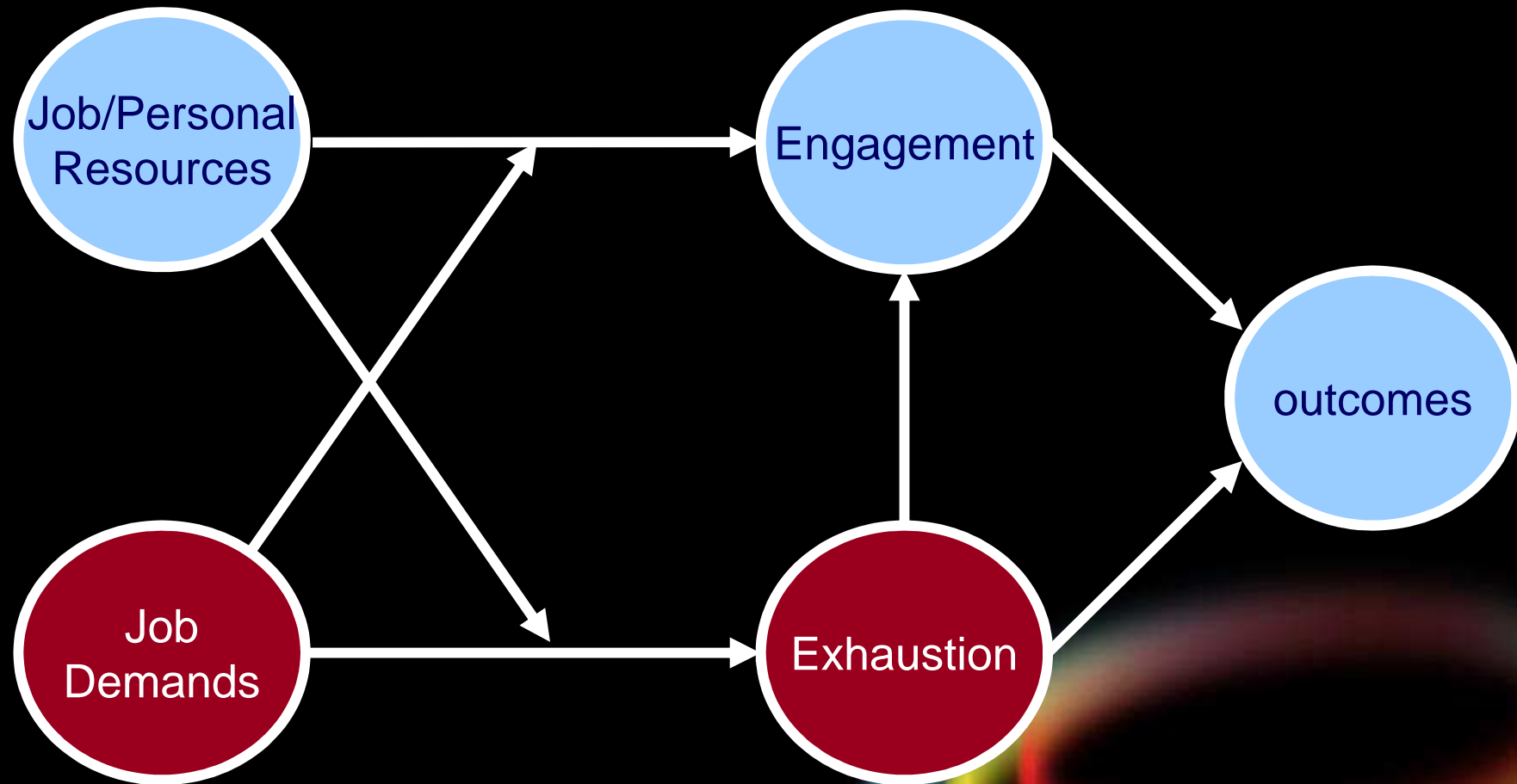
Social  
Support

Autonomy

Skill variety

Etc.

# JD-R model

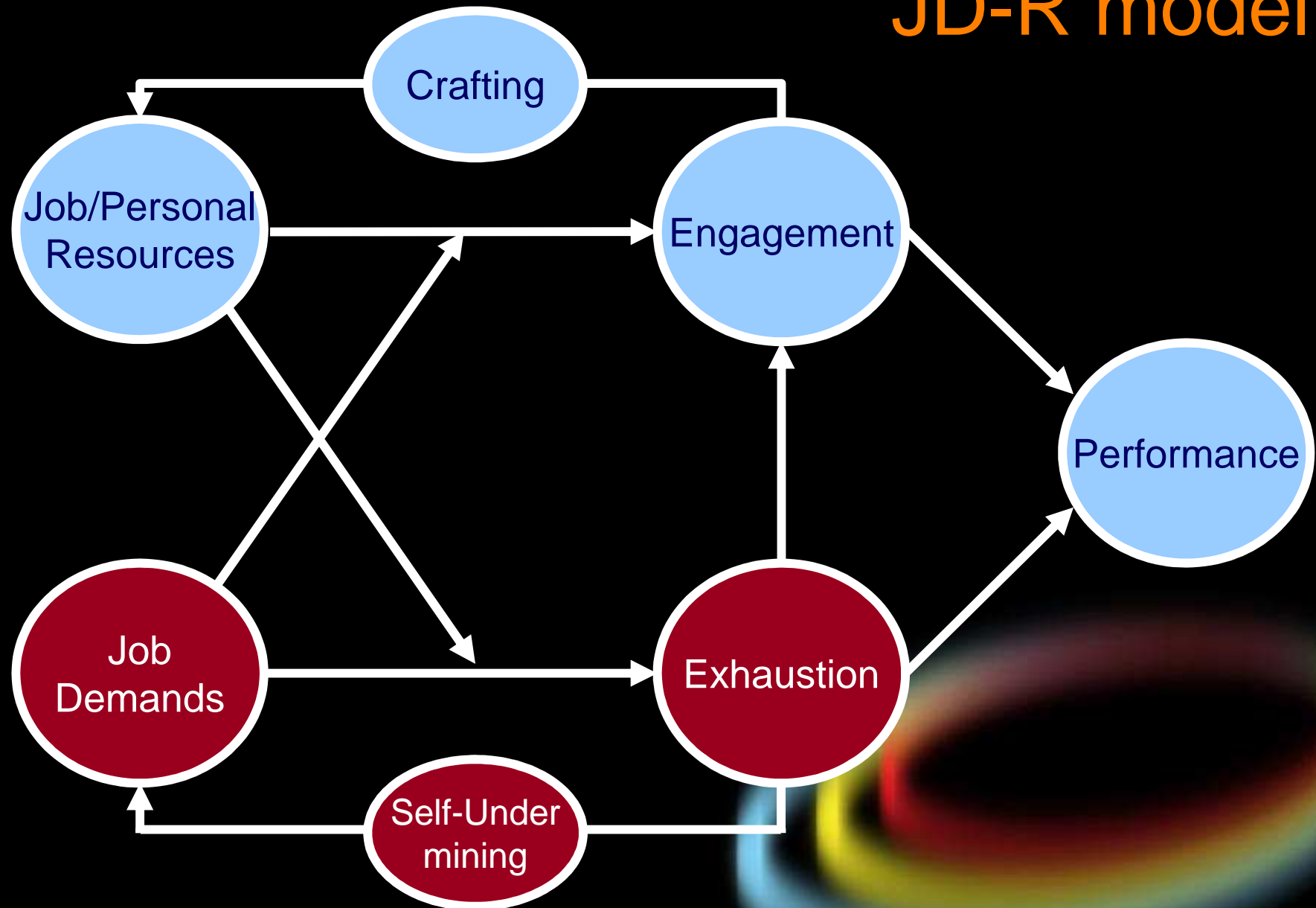


Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)

# Outcomes of Engagement

- Better in-role performance
- Reduced Absence
- Helping behavior
- Client satisfaction
- Financial results
- Engaged Colleagues

# JD-R model



Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)



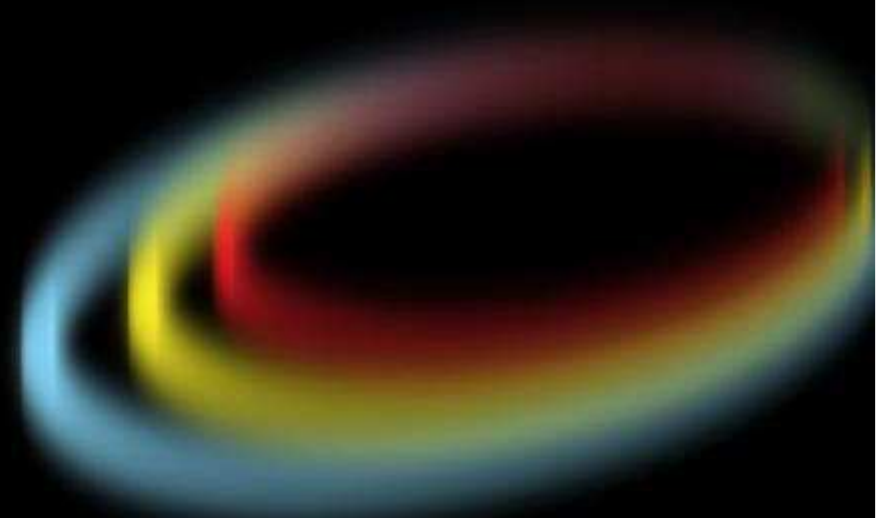


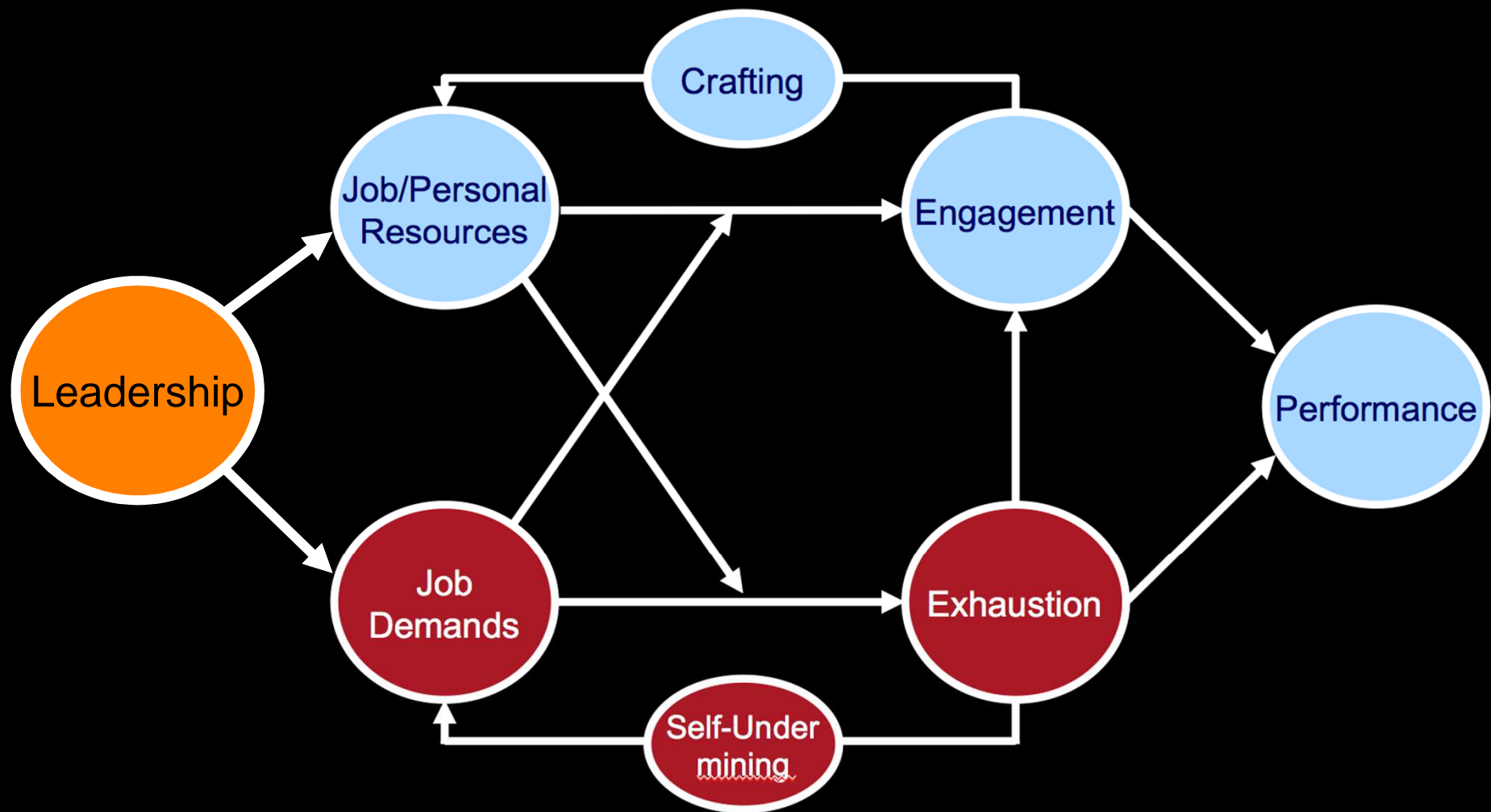
**Interventions?**



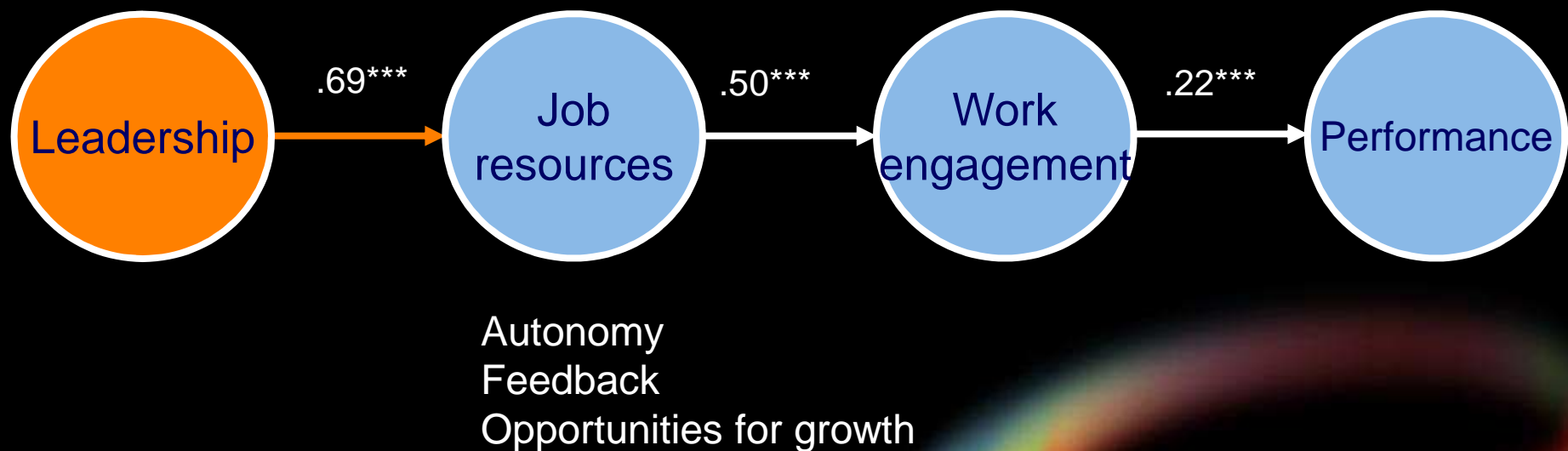
PART 2

# Leadership



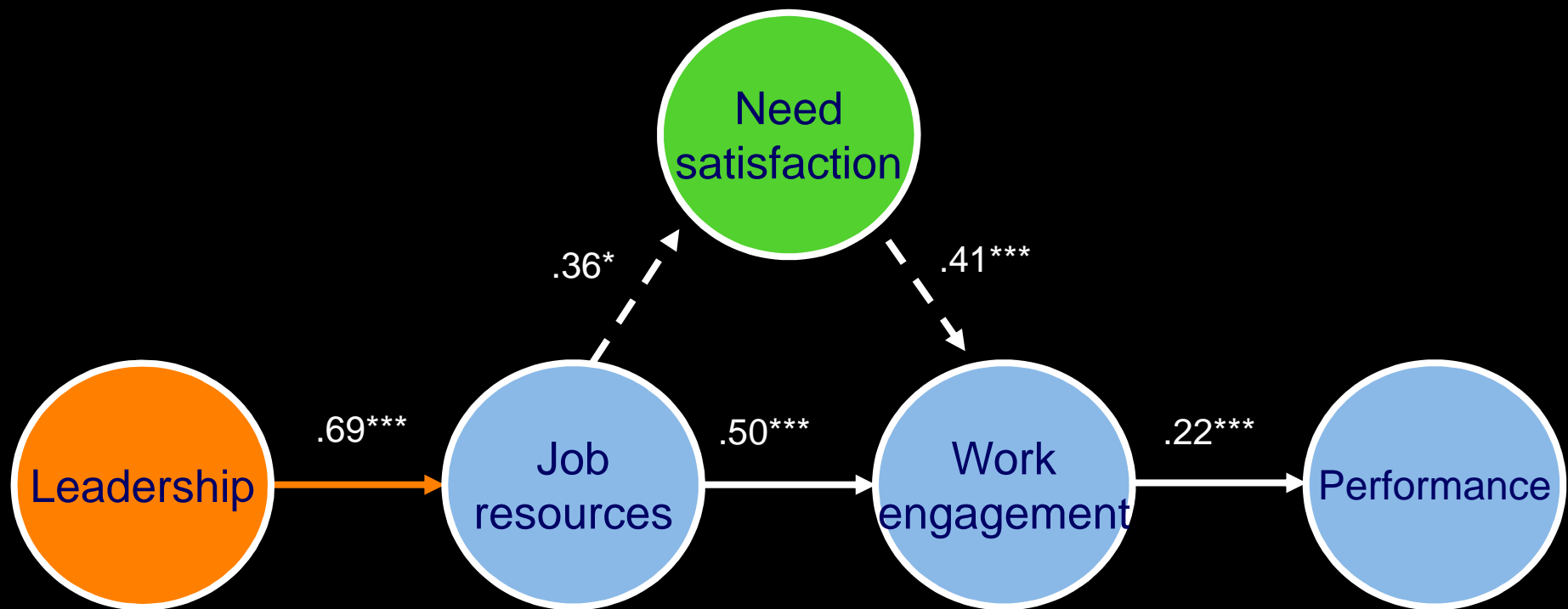


# Dutch leaders and followers, *N*=162



Breevaart, Bakker, Demerouti, Sleebos & Maduro (2015)

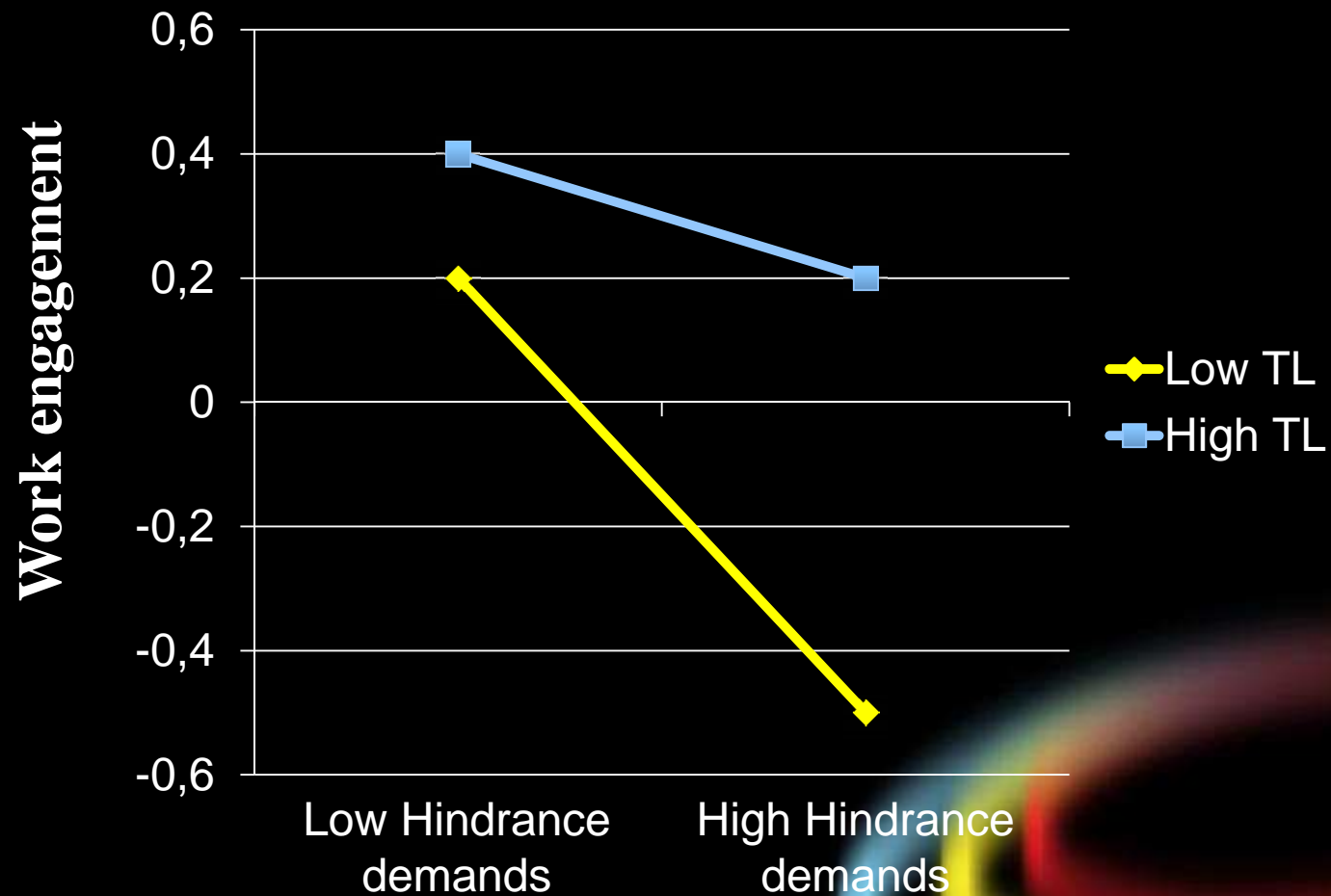




Autonomy  
Feedback  
Opportunities for development

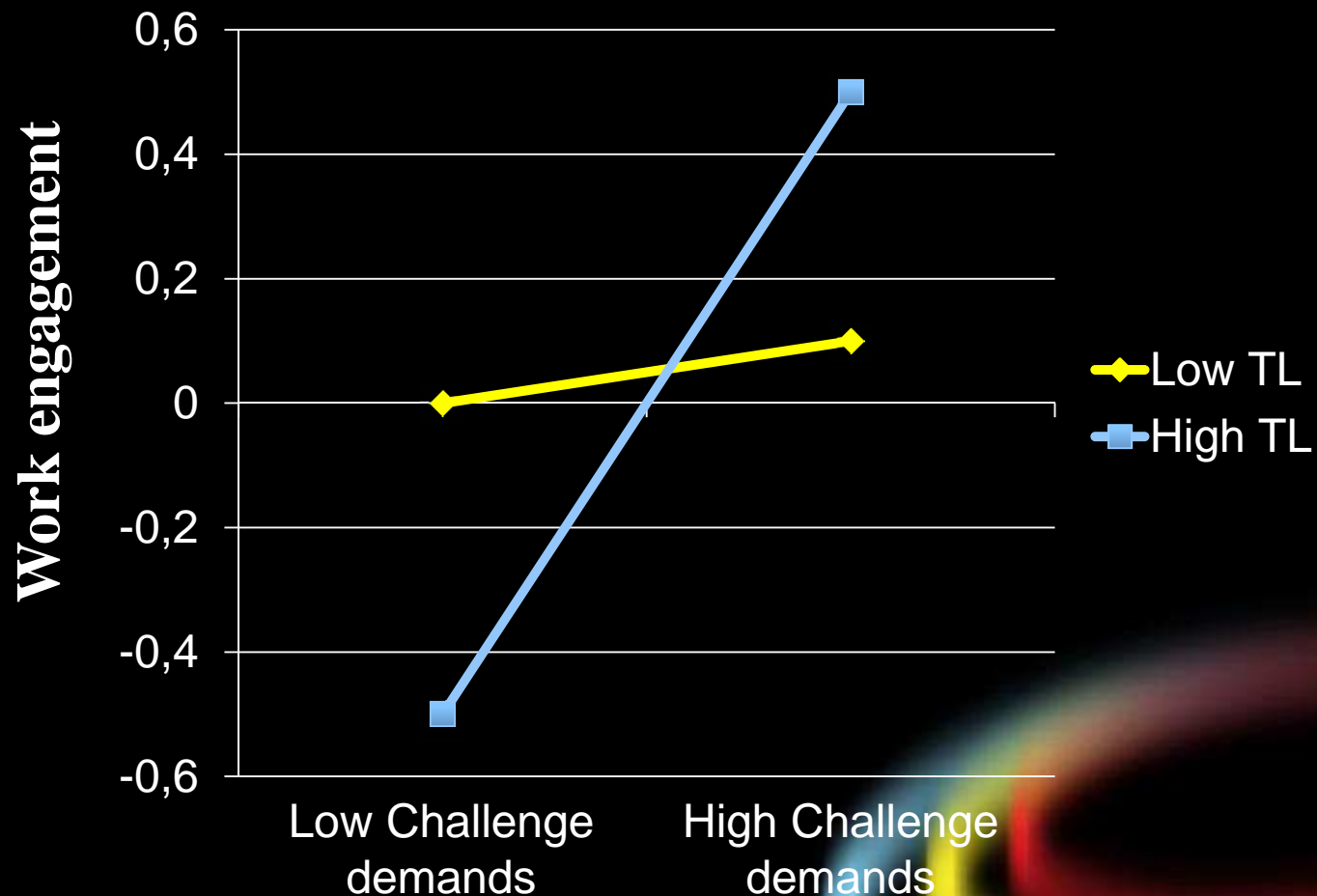
# N=271 Dutch Teachers

N=2710 occasions



# N=271 Dutch Teachers

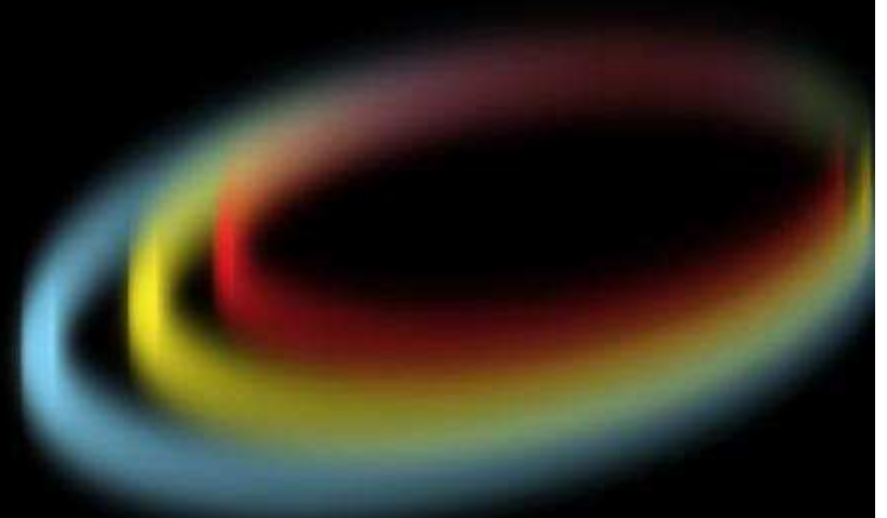
N=2710 occasions





## PART 3

# Self-leadership



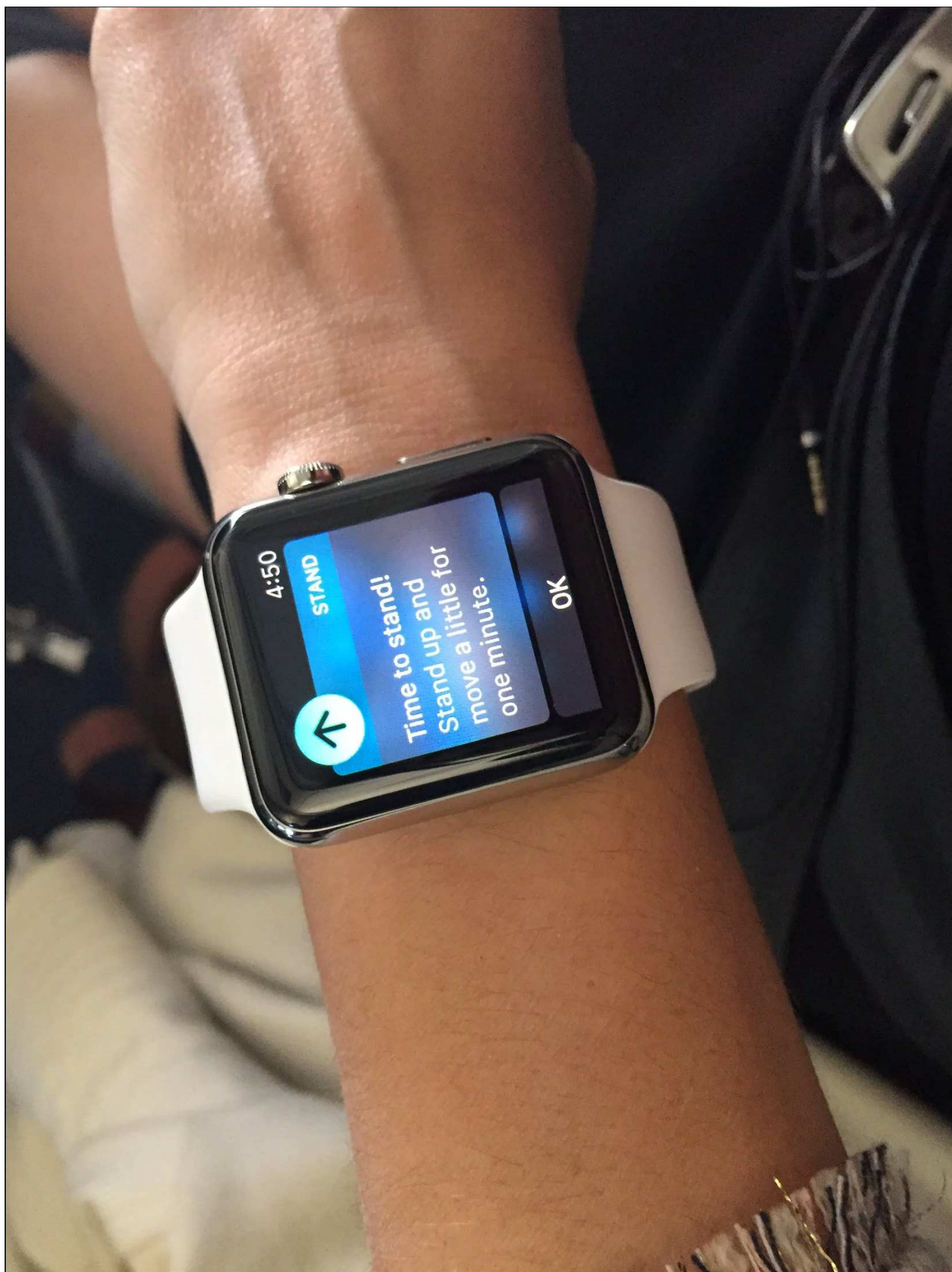


# Self-leadership

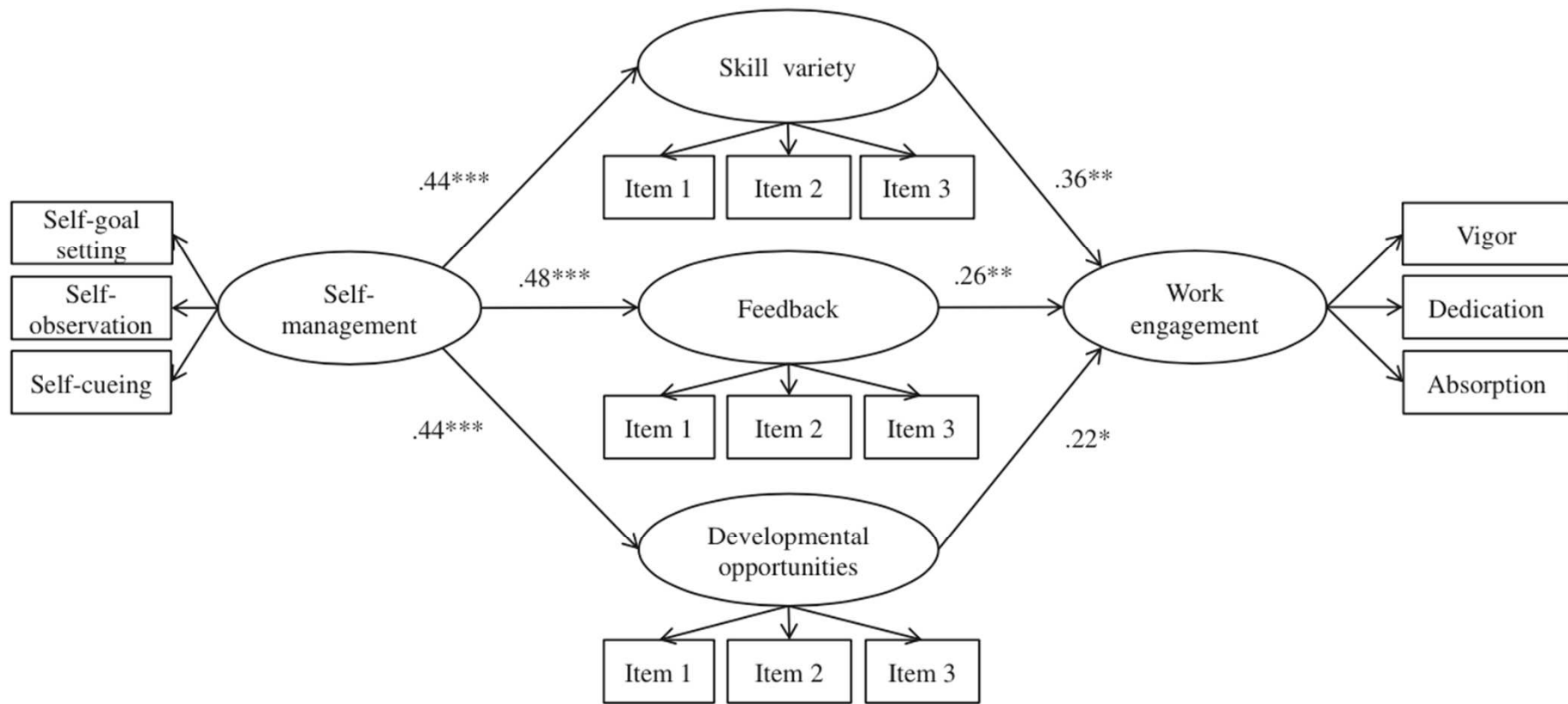
Employees manage and monitor their own behavior and are responsible for the decisions they make. In the absence of any external control, employees make decisions that are less attractive, but more desirable.



Houghton & Neck (2002)

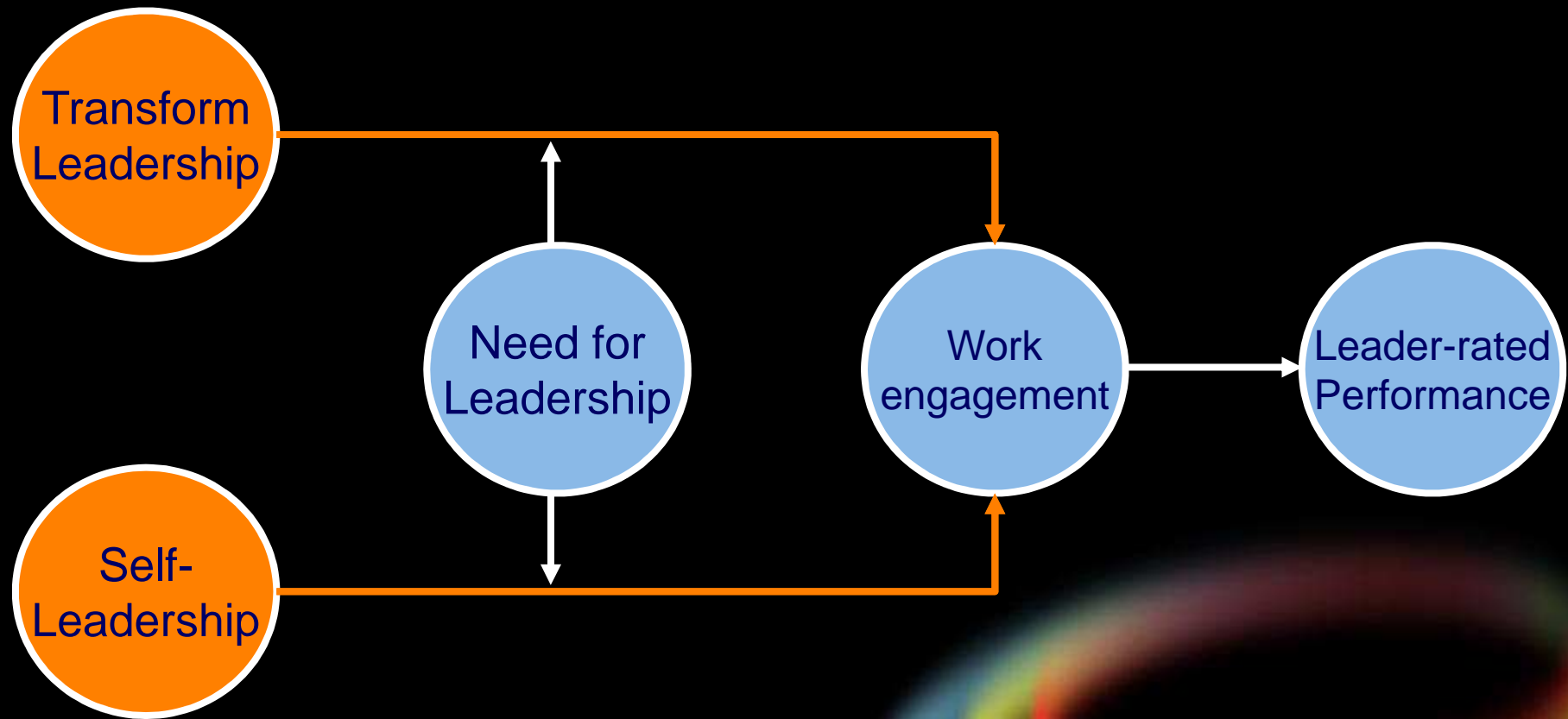


# Self-leadership



**Fig. 1.** Proposed self-management model showing standardized estimates. Note. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

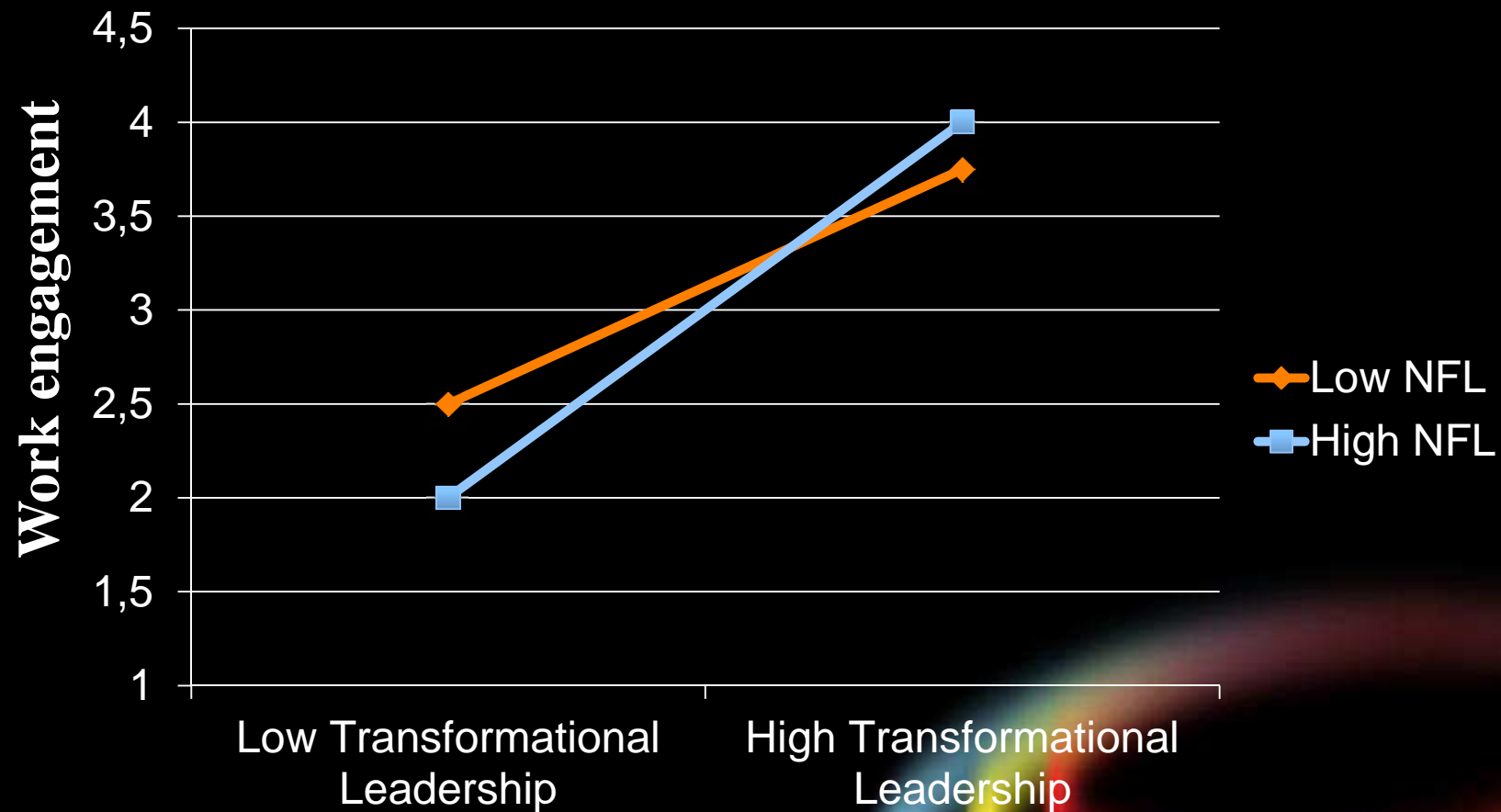
# Dutch leaders and followers, weekly diary study



Breevaart, Bakker, Demerouti & Derks (2016, JOB)



# Dutch leaders and followers, weekly diary study



Breevaart, Bakker, Demerouti & Derks (2016, JOB)

# Dutch leaders and followers, weekly diary study

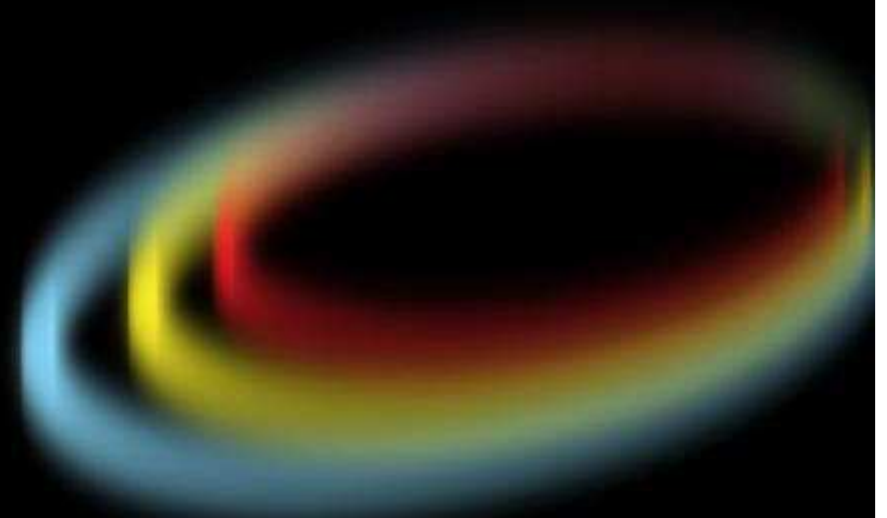


Breevaart, Bakker, Demerouti & Derks (2016, JOB)



## PART 4

# Job crafting



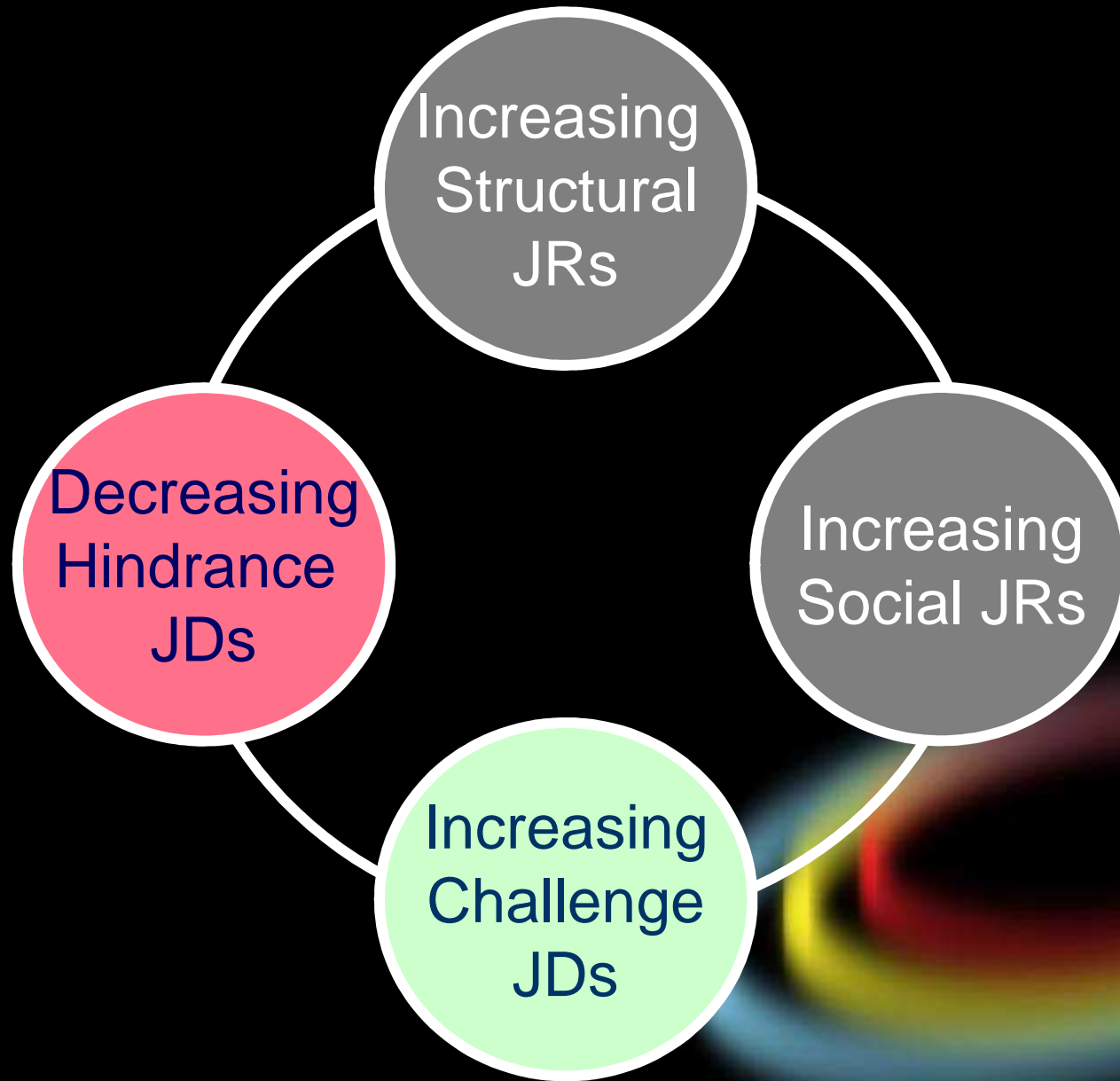
# Job Crafting

Job crafting is defined as the changes individuals make in their job demands and job resources


“Self-initiated change behaviors employees engage in with the aim to align their jobs with their own preferences, motives, and passions.”

Tims, M., & Bakker, A.B. (2010). Job crafting: Towards a new model of individual job redesign. *South African Journal of Industrial Psychology*, 36, 1-9.

# Job Crafting Dimensions

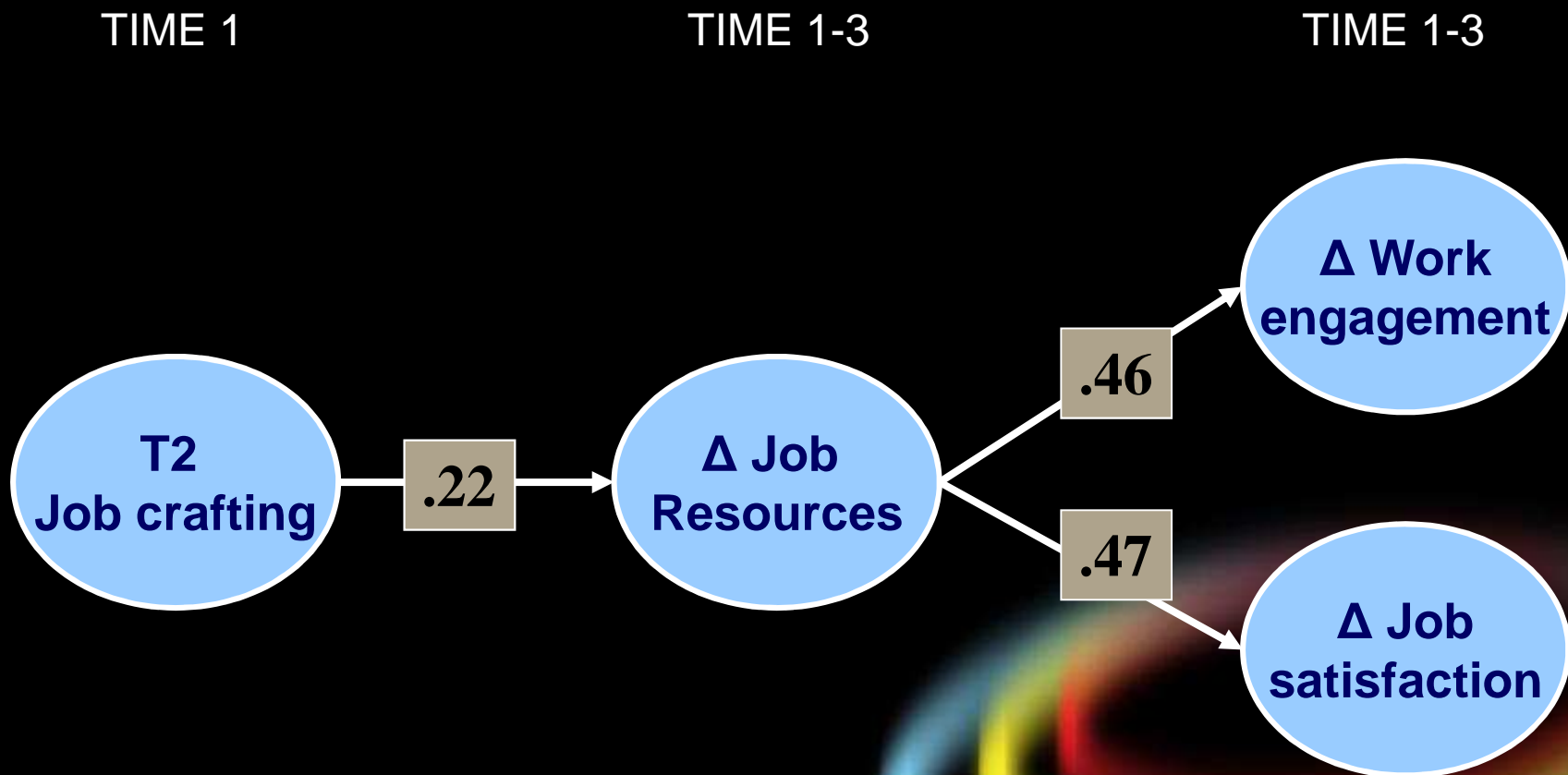


# Examples of crafting

- Volunteering for new project
  - Decreasing work pressure
  - Asking for help and feedback
  - Changing the content of your work
  - Approaching/avoiding people
  - Looking at work in a new way
- 



# Employees Chemical Plant, $N = 288$



Tims, M., Bakker, A.B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18, 230-240.

# Intervention effects

- job crafting
- working conditions
- positive emotions
- work engagement
- personal resources
- performance

**Police**

**Teachers**

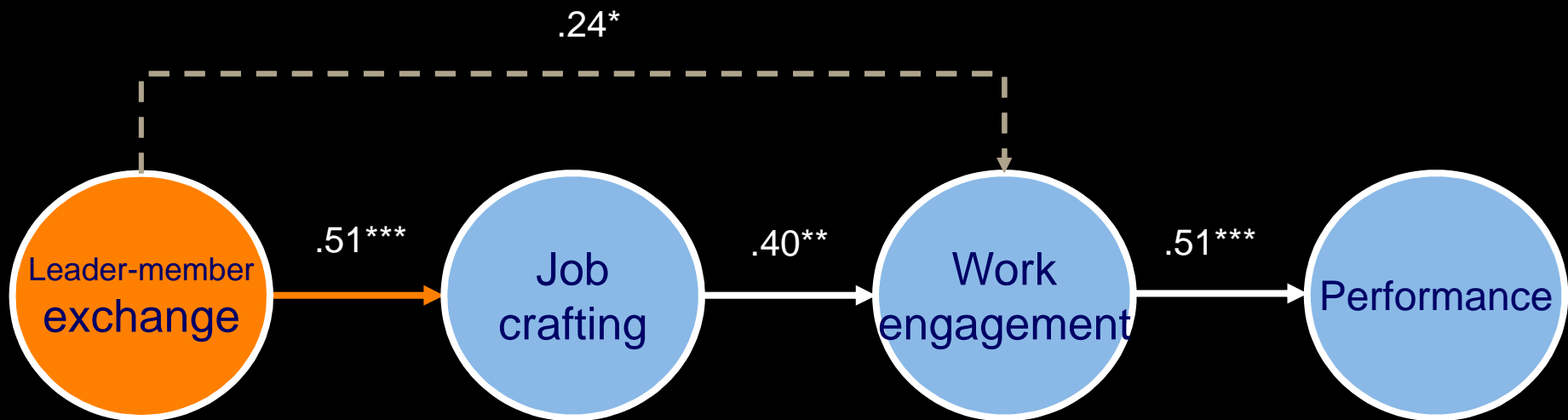
**Nurses**

**Surgeons**

**Academics**

Van den Heuvel et al. (2015), Van Wingerden et al. (2016a, 2016b),  
Gordon et al. (2016); Dubbelt et al. (2015)

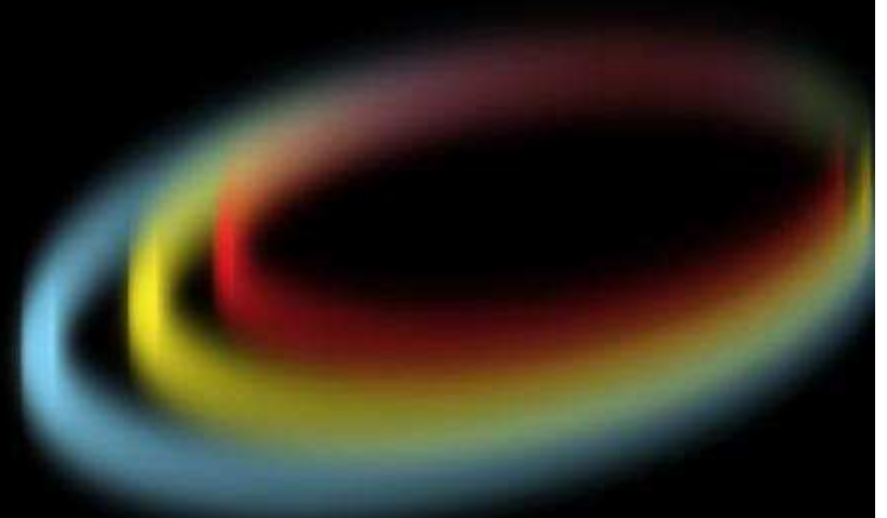
# Chilean leaders and followers, *N*=202





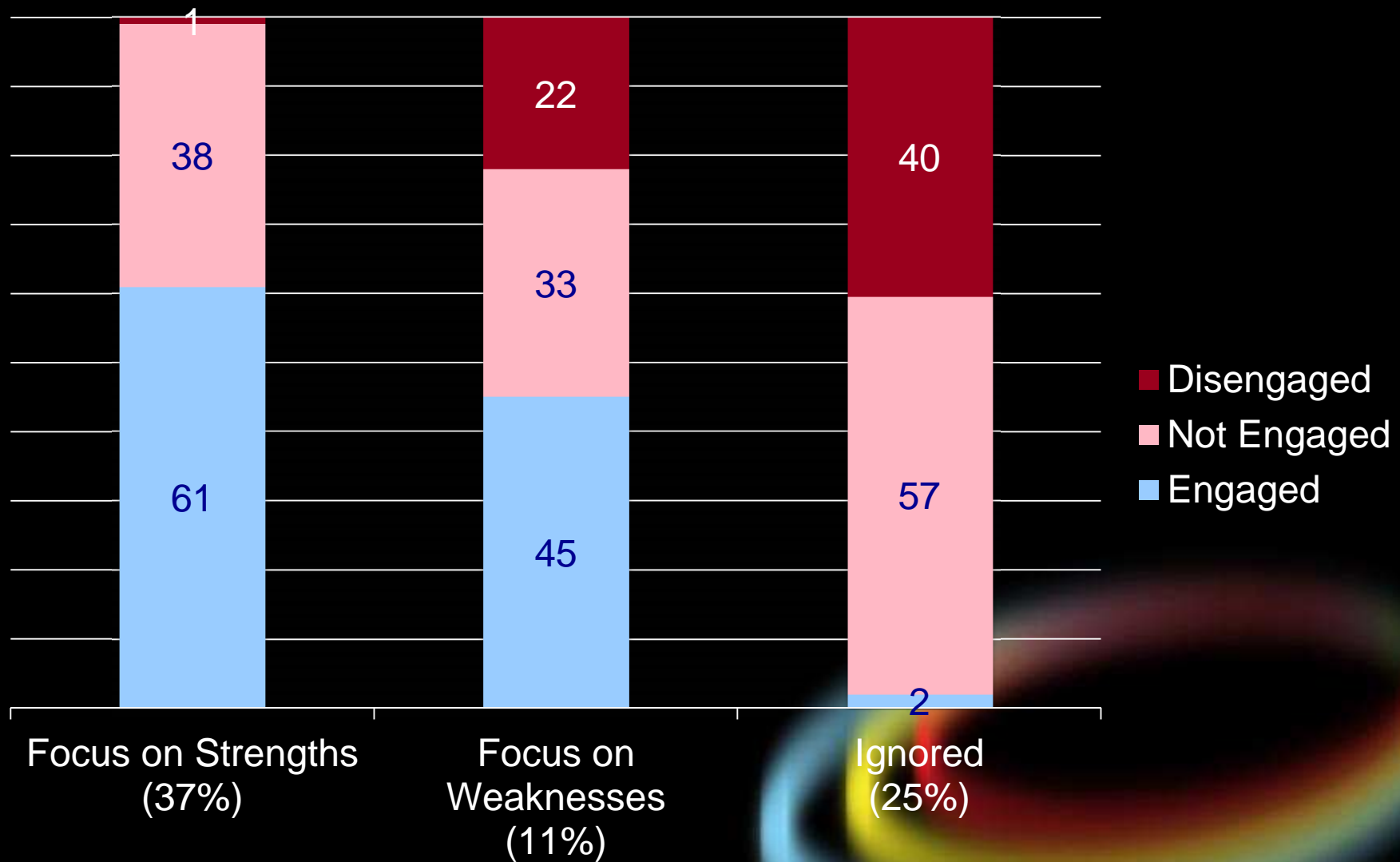
## PART 5

# Strengths use





# Strengths and Engagement



Gallup (2009; 2014)



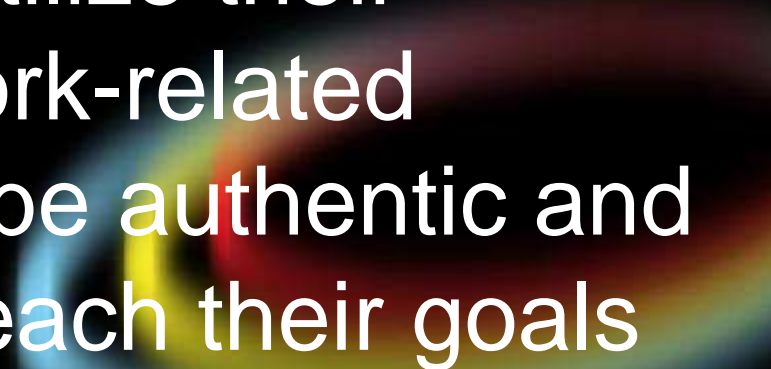
# Character Strengths

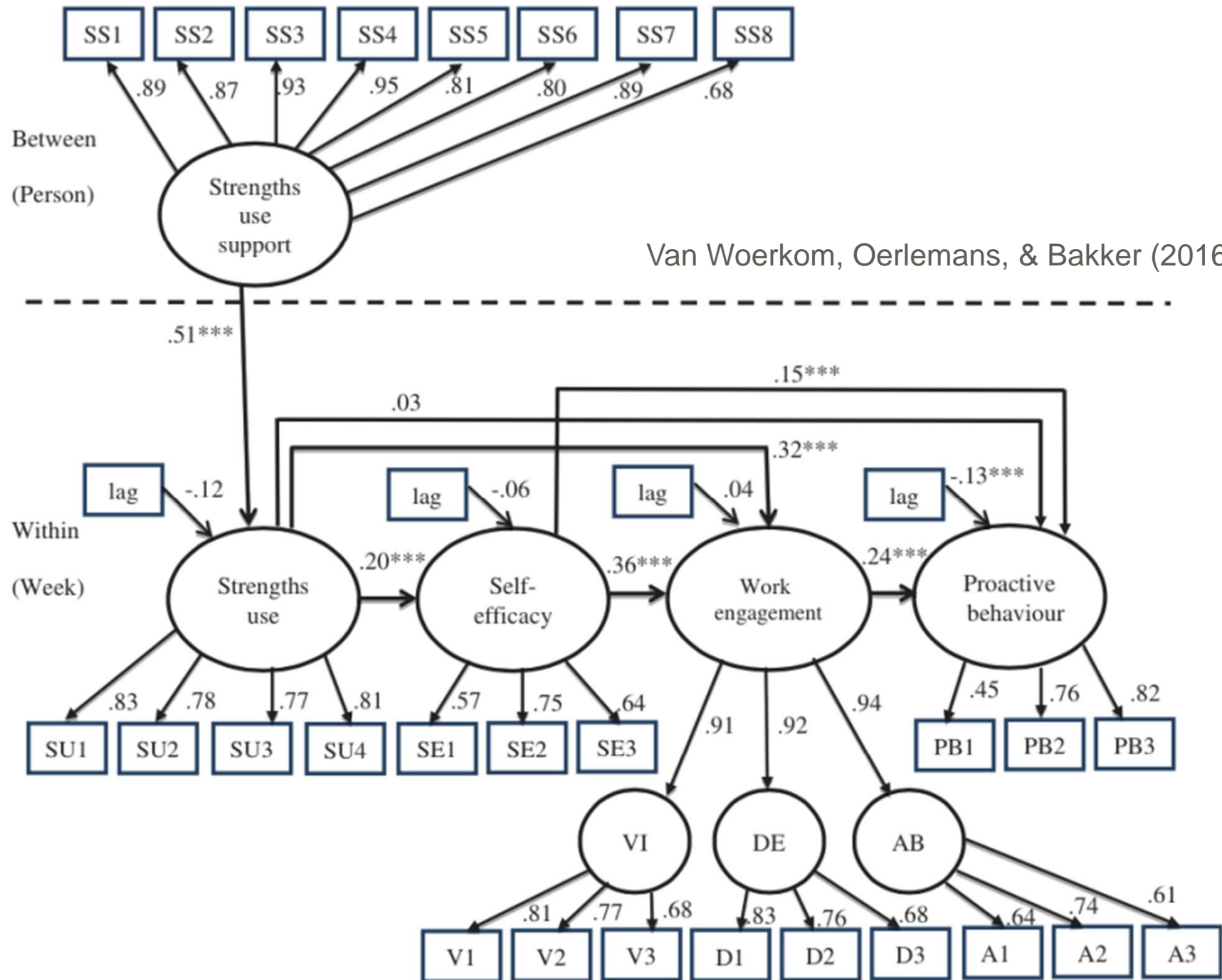
Character strengths refer to “a natural capacity for behaving, thinking, or feeling in a way that allows optimal functioning and performance in the pursuit of valued outcomes”



Linley & Harrington (2006; p.88)

# Strengths and Strengths Use

- Strengths are specific virtues that are universally valued, because when engaged, strengths are energizing and allow a person to flourish
  - When employees utilize their strengths during work-related activities, they can be authentic and are more likely to reach their goals
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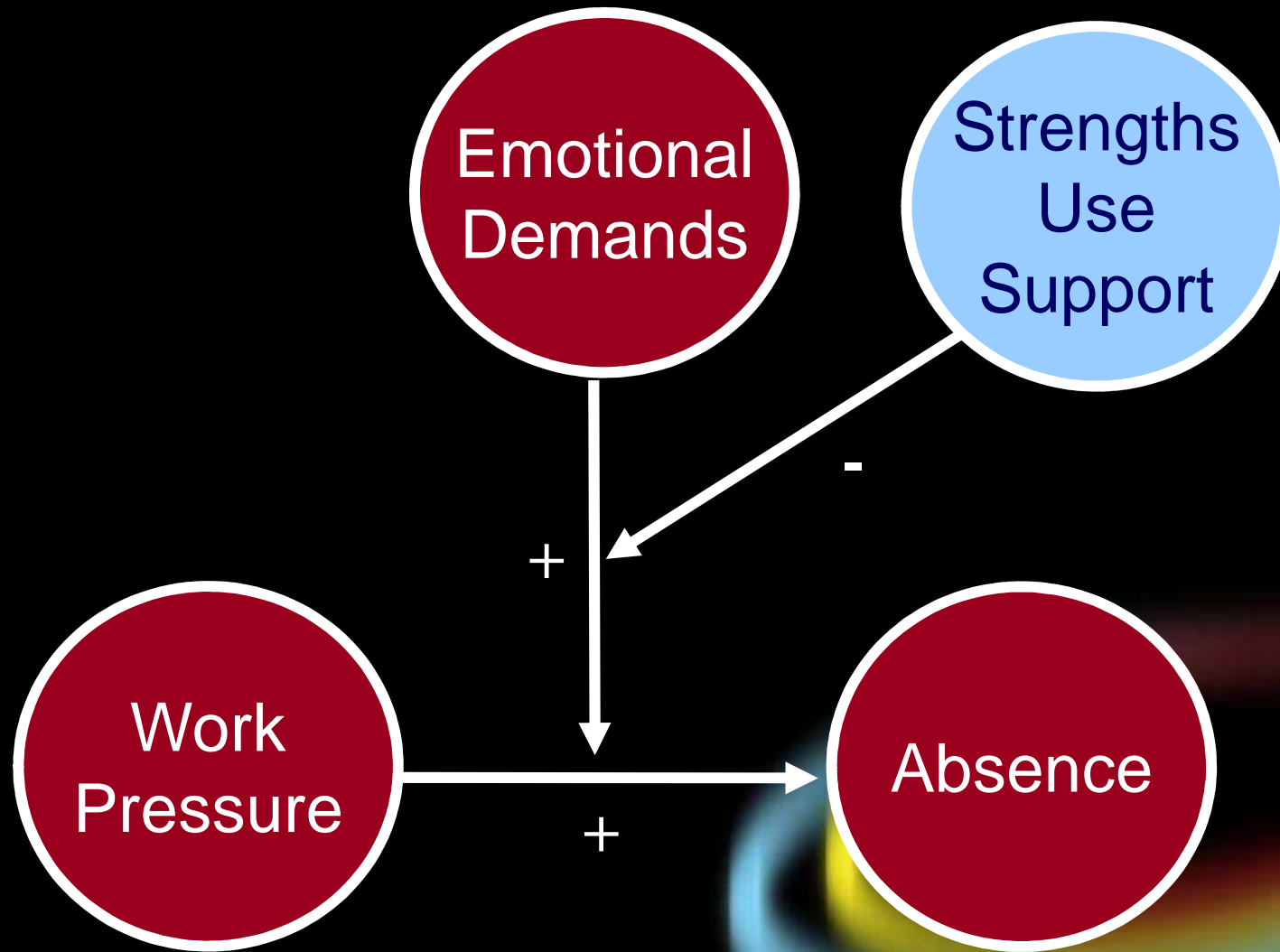


Van Woerkom, Oerlemans, & Bakker (2016)

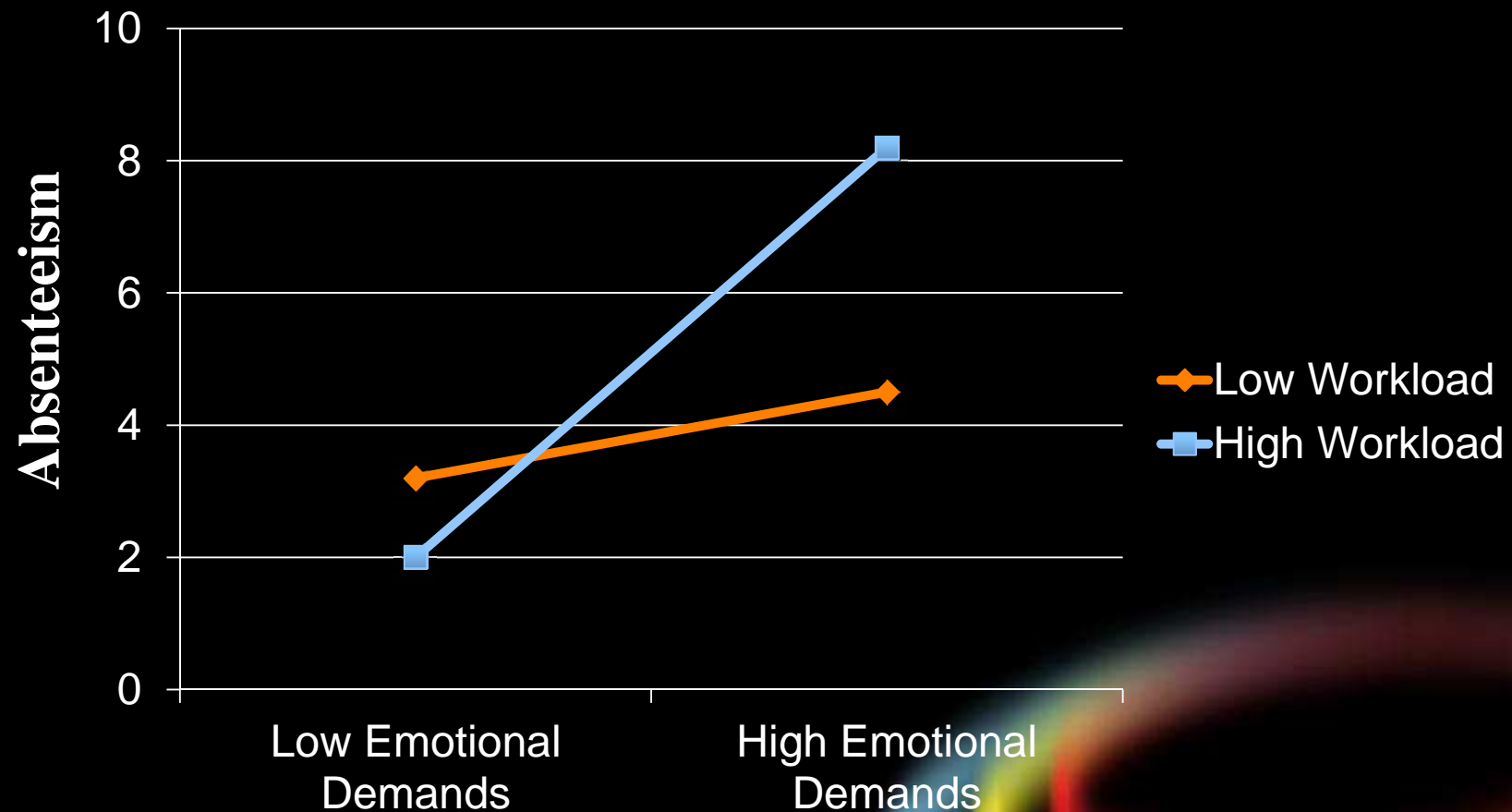
# Accumulated demands and Support for Strengths Use

- When energetic resources are utilized to cope with one job demand, there are fewer resource reserves to cope with another type of job demand (Wright & Cropanzano, 1998).
- Coping with one stressor requires effort that produces fatigue and depletes resources to deal effectively with additional sources of stress (Van Woerkom et al., 2016)

# Expanded JD-R



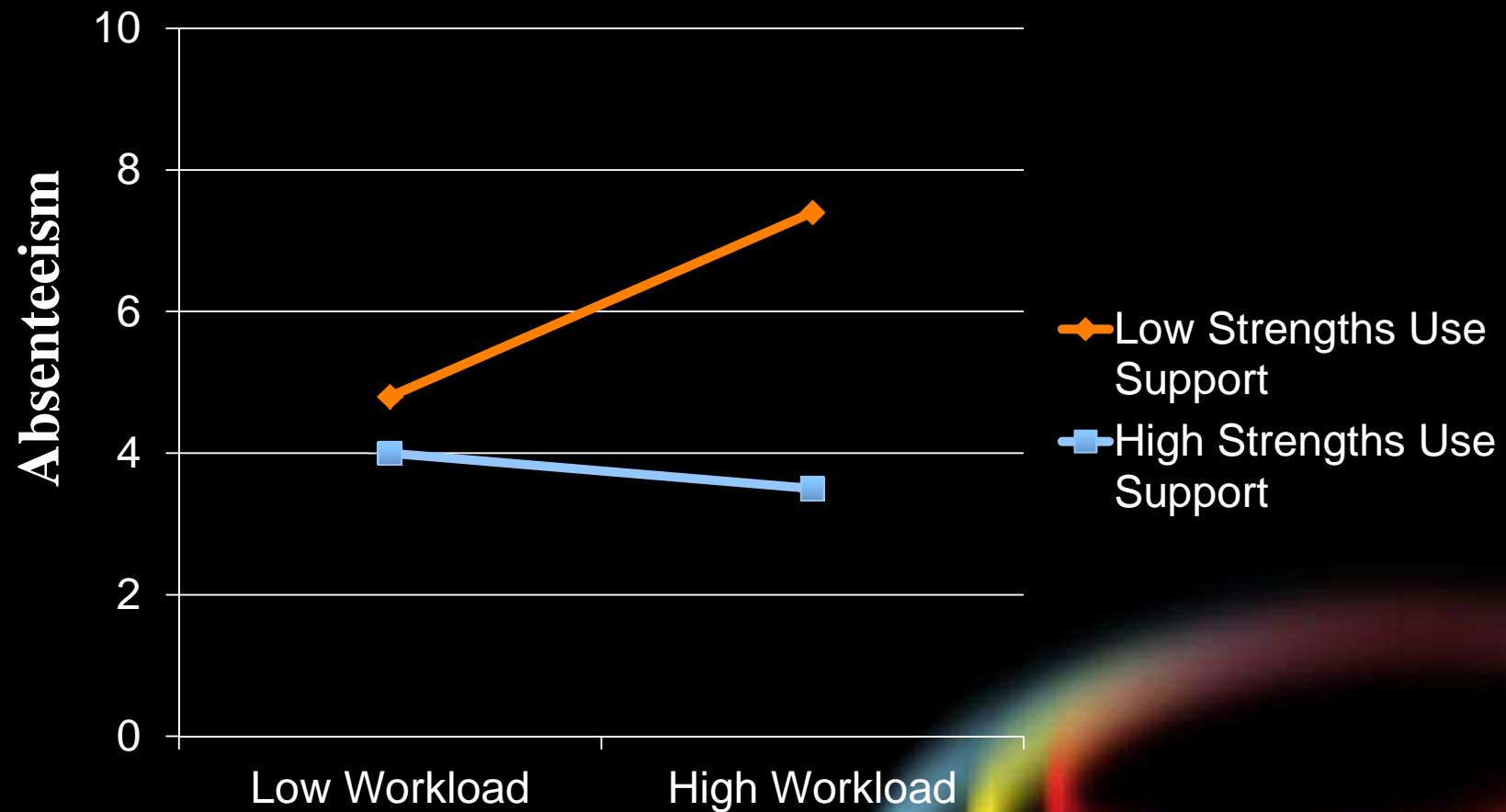
# Accumulated Job demands



Van Woerkom, Bakker, & Nishii (2016)



# Accumulated Job demands

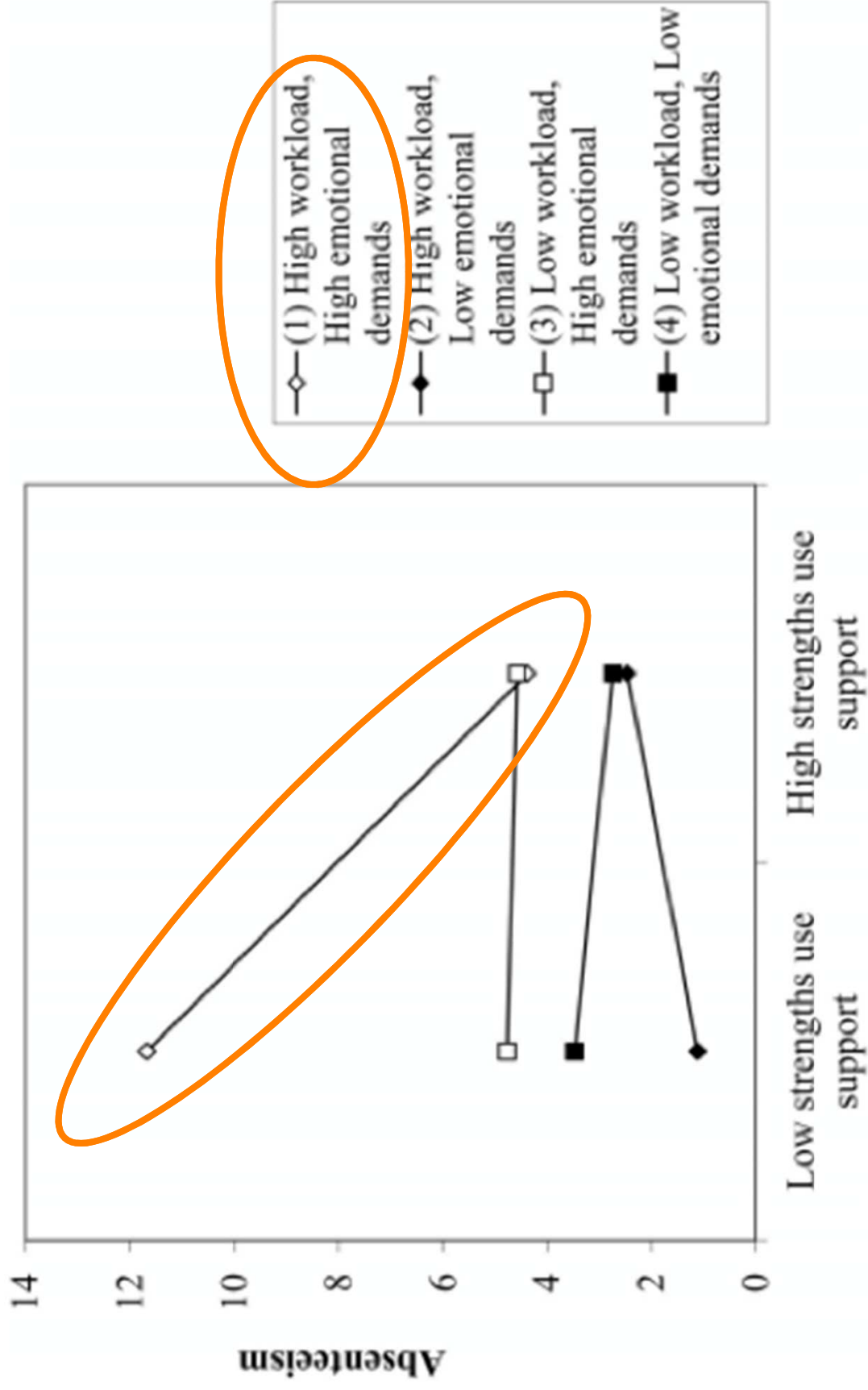


Van Woerkom, Bakker, & Nishii (2016)

# Accumulated Job demands

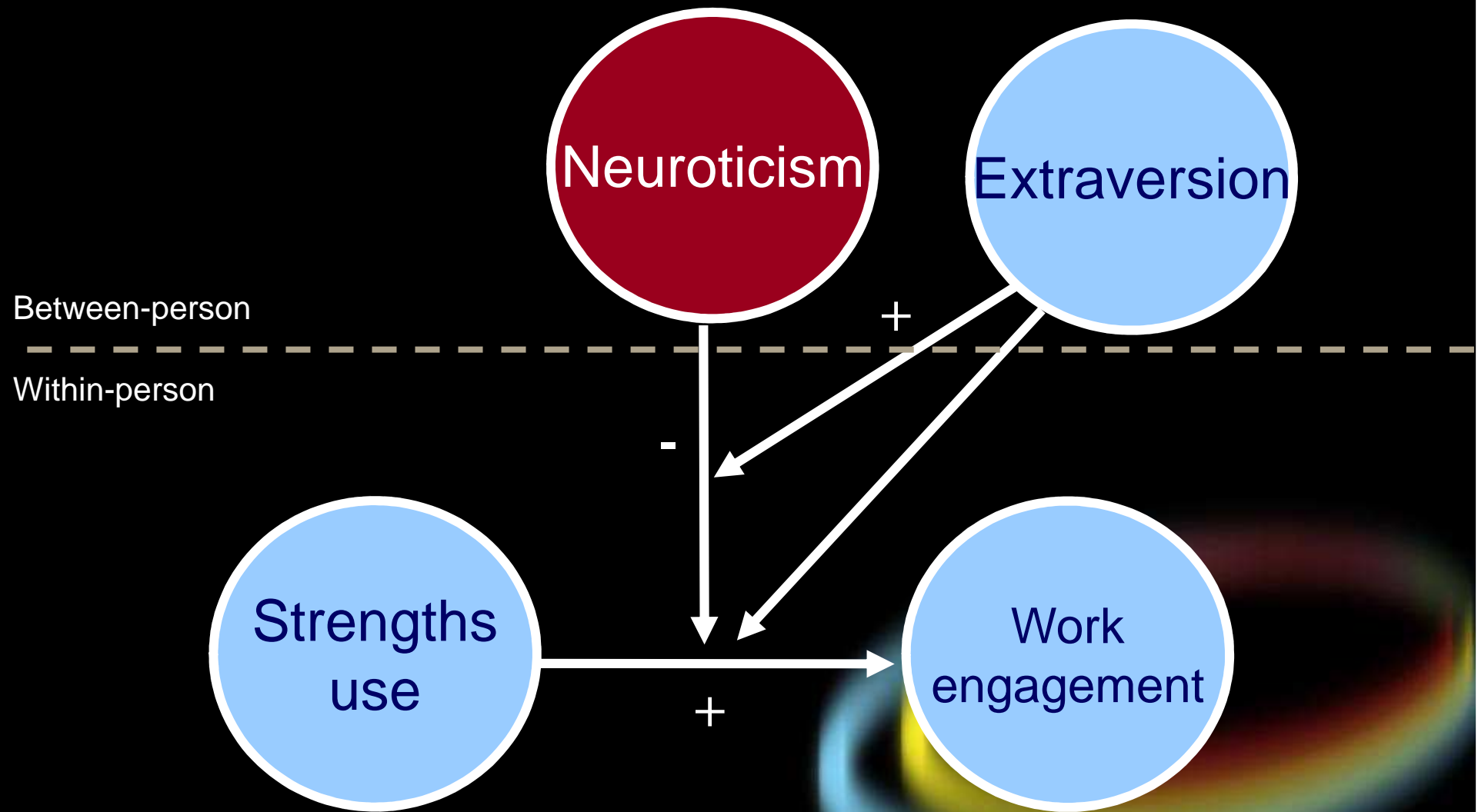


Van Woerkom, Bakker, & Nishii (2016)



*Figure 4.* Plot of the three-way interaction effect between strengths use support, workload, and emotional demands on absenteeism.

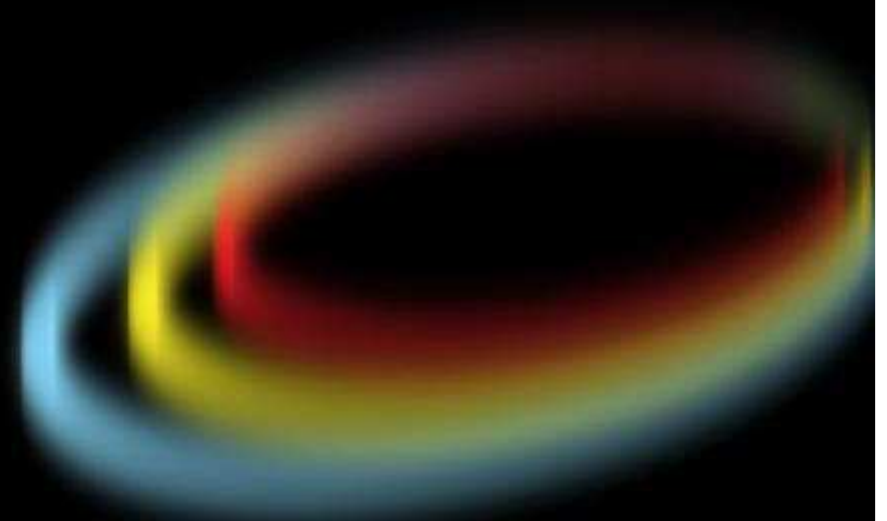
# Personality and Strengths use



Bakker, Hetland, Kjellevold-Olsen, & Espevik (2016)

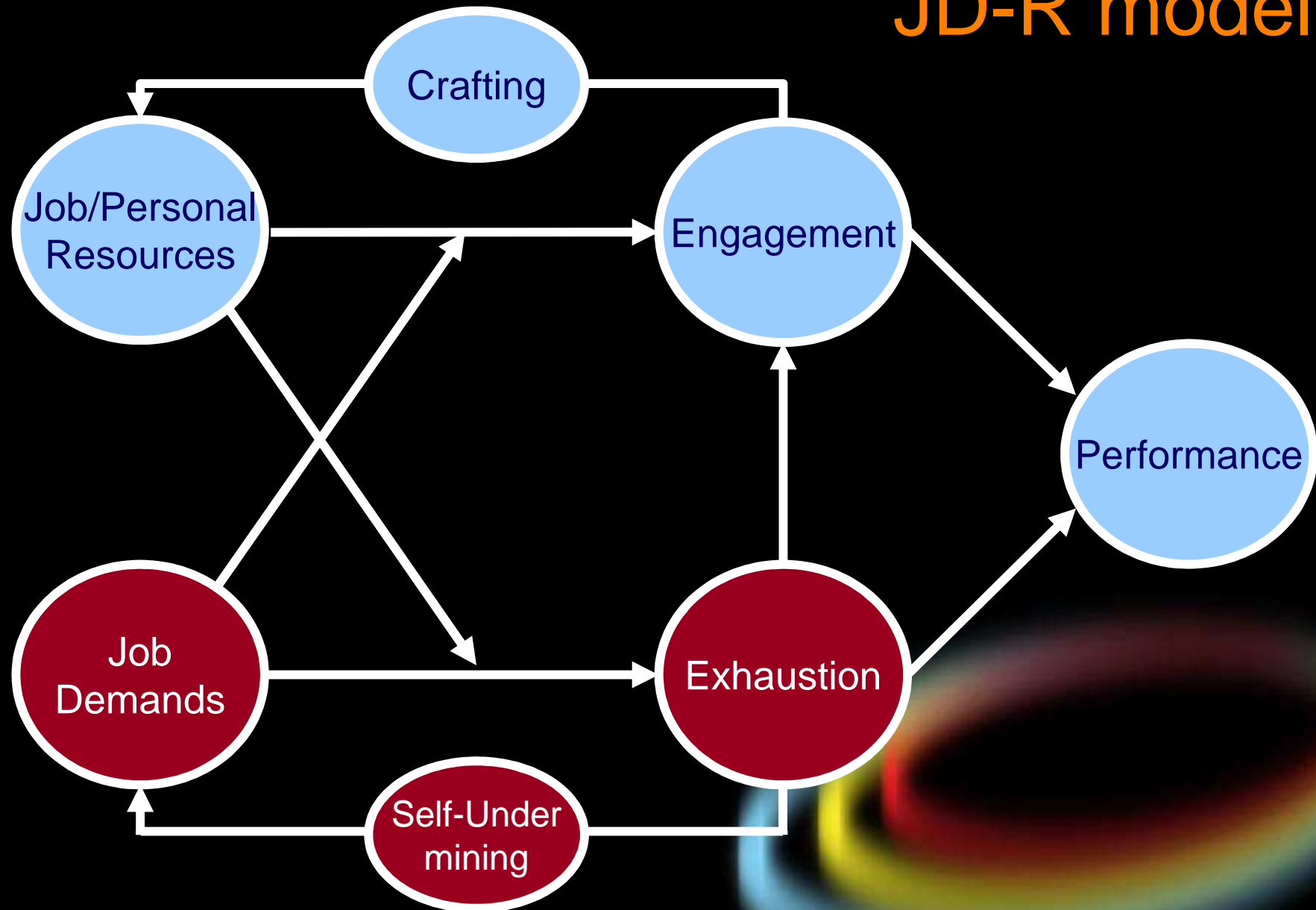


# Conclusions





# JD-R model

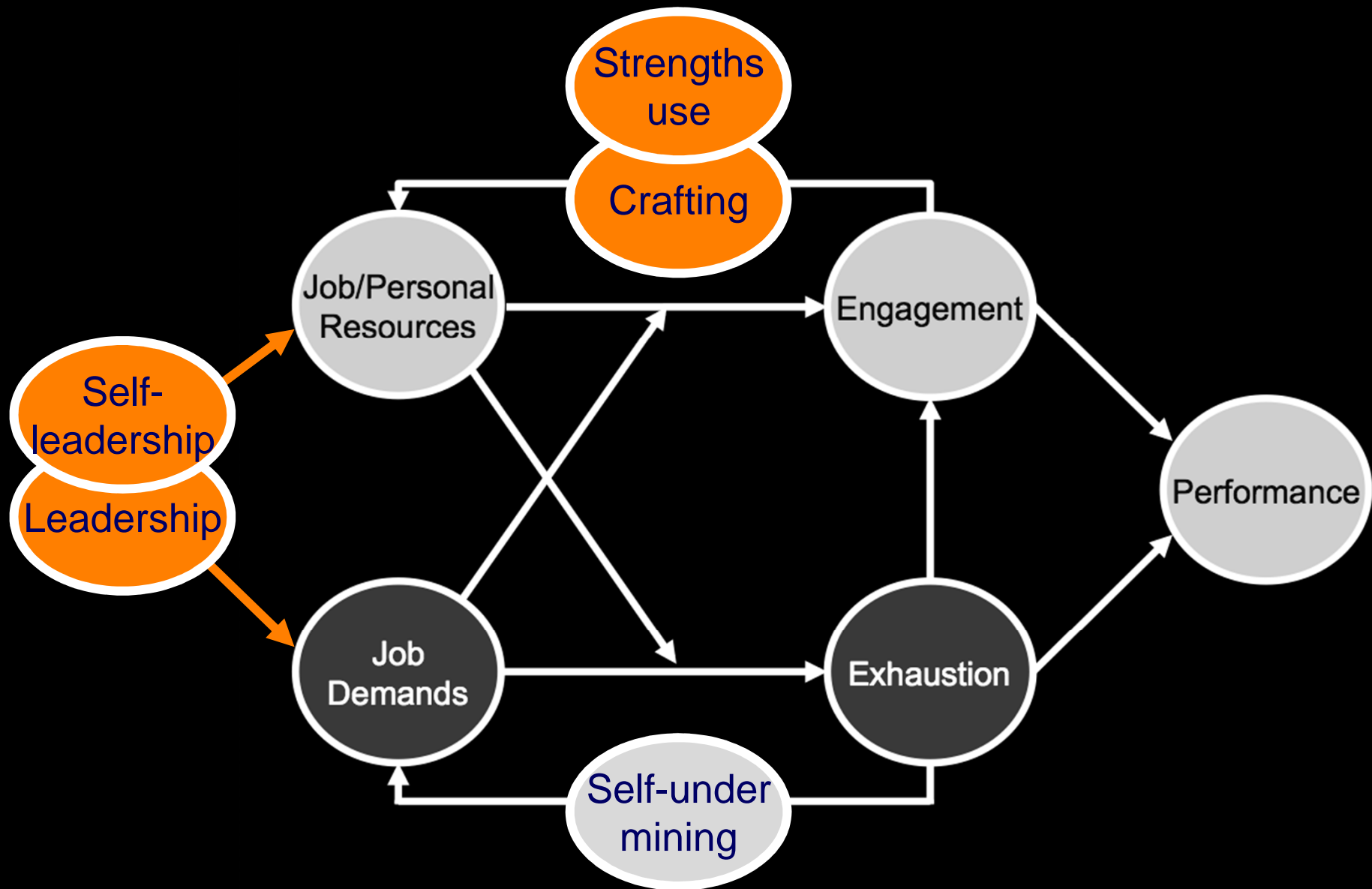


Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)

**Dagelijks**



**Zelfleiderschap**





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