

# Leonie Heres, PhD

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## EMPLOYMENT

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- 2016 – Present:      **Utrecht University**  
*Assistant Professor of Governance, Utrecht School of Governance (1.0 fte)*
- 2014 – 2016:      **Radboud University Nijmegen**  
*Assistant Professor Strategic Human Resource Management, Nijmegen School of Management (1.0 fte)*
- 2009 - 2014:      **VU University Amsterdam**  
*Ph.D. Candidate, Department of Political Science and Public Administration, research group Quality of Governance (1.0 fte)*
- 2006 - 2009:      **VU University Amsterdam**  
*Junior Researcher, Department of Public Administration and Organization Science, research group Integrity of Governance (0.4 fte)*
- 2003 - 2005:      **Dexia Bank Netherlands/ Content Employment Agency**  
*Member of the Department of Special Services (Debit Management) (1.0 fte)*
- 2000 - 2002:      Several jobs in administrative support at **Albert Heijn B.V.** and the **Ministry of Defense**.

## EDUCATION

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- 2007 - 2010:      **VU University Amsterdam**  
*Master of Science in Social Science Research, Organization Sciences track (cum laude)*
- 2004 - 2007:      **VU University Amsterdam**  
*Bachelor of Science in Public Administration and Organization Sciences (cum laude)*
- 1996 - 2002:      **Vossius Gymnasium**  
*Gymnasium α, Profile Culture and Society, Mathematics A1, A2*

## ADDITIONAL TRAINING

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- 2017:      Utrecht University  
*Course: Teaching in English*
- 2013:      VU University Amsterdam, Education Center  
*Basic University Teaching Degree (BKO)*
- 2009 - 2012:      Research school Netherlands Institute of Government (NIG)  
*Ph.D. training program / Full NIG Curriculum*
- 2010:      VU University Amsterdam, Faculty of Social Sciences  
*Course: Academic Writing*

2010:	Essex Summer School in Social Science Data Analysis Course: <i>Introduction to Multilevel Modeling</i>
2009 - 2010:	VU University Amsterdam, Faculty of Social Sciences Course: <i>How to Write a Research Proposal</i>
2009:	VU University Amsterdam, Education Center Course: <i>Basic Didactic Skills</i>
2008:	Essex Summer School in Social Science Data Analysis Courses: <i>Theory of Regression, Structural Equations and Causal Modeling, Mathematics Part I and II</i>

## TEACHING, WORKSHOPS AND PUBLIC SPEAKING

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### Teaching

2016 – Present:	Utrecht University, <b>Organizations and Organizing</b>
2016 – Present:	Utrecht University, <b>Qualitative Research</b>
2016 – Present:	Utrecht University, <b>Policy, Rationality and Power</b>
2016 – Present:	Utrecht University, <b>Tutor</b> of second year bachelor students
2016 – Present:	Utrecht University, <b>Research Seminar Public Management</b> (master thesis supervision)
2014 - 2016:	Radboud University, <b>Law, Labor, and Management</b> (with drs. Imke Lintsen)
2015:	Radboud University, <b>Leadership in Organizations</b> (with dr. Marieke van den Brink)
2014 - 2015:	Radboud University, <b>Master Thesis Supervision</b> in Business Administration
2014 - 2015:	Radboud University, <b>Bachelor Thesis Supervision</b> in (International) Business Administration
2014 - 2015:	Radboud University, <b>Academic Skills</b>
2014 - 2015:	Radboud University, <b>Introduction to Business Administration I</b>
2010 - 2014:	VU University, <b>Premaster Class</b> Thesis and <b>Master Thesis Supervision</b> in Public Administration and Organization Sciences
2011:	VU University, <b>Bachelor Work Group I Public Administration and Organization Sciences</b> (undergraduate academic skills)
2010 and 2011:	VU University, <b>Bachelor Project Public Administration and Organization Sciences</b> (undergraduate academic and qualitative and quantitative research skills)
2010:	VU University, <b>Ethics of Governance</b> (with dr. K. Lasthuizen and dr. Z. van der Wal)
2010:	VU University, <b>Leadership</b> (with dr. K. Lasthuizen, prof. dr. P. Janssen and dr. K. Kalshoven)
2009 and 2010:	Essex University (UK), Summer School in Social Science Data Analysis, teaching assistant for the <b>Theory of Regression / Applying Regression</b> courses
2009:	VU University, teaching assistant <b>Ethics of Governance</b>
2008:	VU University, teaching assistant <b>Theories in Public Administration</b>

### Guest lectures

- 4 May 2017, *Ethical Leadership and the Management of Perceptions*. Guest lecture for the Leadership in Organizations course, Faculty of Management, Radboud University.
- 20 April 2017, *Ethical Leadership and the Management of Perceptions*. Lecture for internship students of the Urban Studies programme at the Saxion Hogeschool
- 13 April 2017, *Ethical Leadership and the Management of Perceptions*. Lecture for the Executive Master Programme 'Beleid & Bestuur' of the Utrecht University School of Governance.
- 29 April 2016, *Ethical Leadership*. Lecture for the Executive Master Programme 'Beleid & Bestuur' of the Utrecht University School of Governance.
- 18 and 21 April 2016, *New Models for Leadership and Positive Forms of Leadership*. Guest lectures for the Leadership in Organizations course, Faculty of Management, Radboud University.
- 17 March 2015, *Ethical Leadership*. Guest lecture for the Public Values & Ethics course, Public Administration, Leiden University.
- 7 May 2014, *Ethical Leadership*. Lecture for the Leadership in Organizations module, Faculty of Management, Radboud University Nijmegen.

- 26 November 2013, *Ethical Leadership*. Lecture for the TMT Internal Audit for IG-MoF Indonesia, Faculty of Economic Sciences and Business, VU University Amsterdam.
- 29 May 2013, *Ethical Leadership*. Lecture for the Leadership in Organizations module, Faculty of Management, Radboud University Nijmegen.
- 2 November 2010, *Ethical Leadership*. Lecture for the Compliance & Integrity Management module, Faculty of Economic Sciences and Business, VU University Amsterdam.
- 20 March 2009. *Q-methodology and Public Administration*. Lecture for the Premasterclass Research Methodology in Public Administration, Faculty of Social Sciences, VU University Amsterdam.

#### **Public speaking, workshops and training**

- 1 December 2016, *Tone at the Top*. Lecture for management and integrity officials at the Dutch Ministry of Public Affairs and Kingdom Relations.
- 2 November 2016. *Ethical leadership*. Discussion meeting with the Knowledge group on Integrity of the Dutch National Tax Authority.
- 28 September 2016, *Ethical Leadership and the Management of Perceptions*. Lecture for the Top-250 managers of the Dutch National Customs.
- 25 August 2016, discussion leader at the international EGPA High Profile Practitioner Workshop on Sports and Integrity in the Netherlands.
- 11 May and 8 June 2016, *Learning in Organizations* with drs. Gerolf Pikker. Interactive workshop for the Dutch National Tax Authority.
- 30 March 2016, *Ethical Leadership*. Lecture for the provincial executives of the Province of Gelderland.
- 1 February 2016, *Ethical Leadership*. Lecture for civil servants of the Province of Gelderland.
- 26 January 2016, *Integrity and Ethical Leadership*. Workshop for primary school directors of Stichting Fedra.
- 24 November 2015, panel member at the BIOS Dag van de Integriteit, Amersfoort.
- 1 October 2015, *Integrity and Ethical Leadership*. 1-day workshop for 12 directors in primary education of the BMC Network.
- 22 April 2015, participation in an expert meeting on the revision of the Integriteitsmonitor of the Ministry of Internal Affairs, the Hague.
- 24 March 2015, *Employee Perceptions of Ethical Leadership*. Presentation for the Good Governance Network, VU University Amsterdam.
- 10 March 2015, *Ethical Leadership*. Lecture for the August Connect platform for international HR managers, Faculty of Management, Radboud University Nijmegen.
- 21 January 2015, *Ethical Leadership*. Lecture for the project leaders and district management of the Amsterdam Police.
- 19 – 20 March 2014, *Ethical Leadership*. Keynote speech and workshop for staff and management of the Ministry of Finance in Jakarta, Indonesia.
- 3 and 9 September 2013, *Good Governance in Secondary Education*. Lecture at the regional member meeting of the VO-Raad, sector organization of secondary education.
- 13 June 2013, *Ethical Leadership*. Lecture for leaders in education at the CBE Academia Kenniskring meeting.

#### **PROFESSIONAL MEMBERSHIPS**

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Executive Board member of the International Public and Political Leadership (PUPOL) network  
 Member of the Netherlands Institute of Government (NIG)  
 Member of the European Group of Public Administration (EGPA)

#### **PEER REVIEWING**

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*Academy of Management Meeting*  
*European Management Journal*  
*Journal of Business Ethics*  
*Journal of Change Management*  
*Journal of Criminal Justice*

*Organization Management Journal*  
*Organization Science*  
*Public Administration Review*  
*Public Policy and Administration*

## OTHER ACADEMIC ACTIVITIES (SELECTION)

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- 2016 – present: Member of the **Education Evaluation Committee** for the Public Administration and Organization Sciences educational program, Utrecht University School of Governance
- 2016: Organizer of the **1<sup>st</sup> International PUPOL conference**, together with dr. Karin Lasthuizen (VU), dr. Sabina Stiller (RU) and dr. Sandra Resodihardjo (RU)
- 2010 - 2012: **Chair of the Graduate Platform** and PhD member of the management team of the Graduate School of Social Sciences, VU University Amsterdam
- 2011: **Member of the organizing committee for the 2011 Fresh Perspectives Conference** of the Graduate School for Social Sciences, VU University Amsterdam
- 2008 - 2009: Advisory **student member of the Faculty Board** of the Faculty of Social Sciences, VU University Amsterdam
- 2007 - 2008: Member of the **Board of Appeal for the Exams (COBEX)**, VU University Amsterdam
- 2007 - 2008: **Vice-chair of the Student Council** of the Faculty of Social Sciences, VU University Amsterdam
- 2006 - 2007: Member of the **Education Evaluation Committee** for the Public Administration and Organization Sciences educational program, VU University Amsterdam

## GRANTS, PRIZES, AND SCHOLARSHIPS

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- 2015: Winner of the prestigious G.A. van Poelje dissertation award for best PhD thesis in Public Administration in Flanders and the Netherlands, awarded by the Vereniging voor Bestuurskunde
- 2011: Nominated for the Van der Zouwen master's thesis award of the VU University Amsterdam, Faculty of Social Sciences
- 2009: Research grant for a 4-year Ph.D. position obtained through the Open Competition of the CCSS Graduate School of the VU University Amsterdam
- 2007: Winner of the NBN Bachelor Thesis Award for BA theses on business ethics, integrity and/or corporate social responsibility

## EXTERNALLY FUNDED RESEARCH

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- 2016: Advice report on scales to measure perceptions of integrity and integrity policy in organizations for the Dutch Ministry of Internal Affairs and Kingdom Relations, with assistance from Eline Westbeek.
- 2016: Qualitative study on obstacles in and requirements for effective ethical leadership among top-level managers in the public sector for the Bureau Integriteit Openbare Sector (BIOS).
- 2013-2014: Evaluation of the integrity system of the City of Eindhoven, the Netherlands, with prof. dr. L.W.J.C. Huberts, prof. dr. K. Peters, and dr. A.J.G.M. van Montfort
- 2008: Comparison of the 2006 and 2008 Employee Satisfaction Research Questionnaires (MTO) of the Police District Amsterdam-Amstelland, The Netherlands, with dr. K. Lasthuizen
- 2007: Adjustment of the 2008 Employee Satisfaction Research Questionnaire (MTO) of the Police District Amsterdam-Amstelland, The Netherlands, with dr. K. Lasthuizen

2007: Advice on the validity and reliability of the 2006 Employee Satisfaction Research Questionnaire (MTO) of the Police District Amsterdam-Amstelland, The Netherlands, with dr. K. Lasthuizen

## LANGUAGES AND SOFTWARE

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### Languages

- Dutch (native speaker)
- English (near-native speaker)
- German (basic)
- French (basic)

### Research software

- SPSS/ PASW
- AMOS and LISREL
- PQMethod
- ATLAS.ti

## VOLUNTEER WORK

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2013 - 2015: Volunteer for the **Dutch National Police**, Districtsrecherche Amsterdam (0.2 fte)

## PUBLICATIONS

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### PAPERS (scientific, international peer reviewed)

Heres, L. (2016). Van blauwdruk naar maatwerk: Een onderzoek naar de rol van impliciete verwachtingen bij ethisch leiderschap. *Gedrag & Organisatie*, 29 (2): 138-161.

Heres, L. and K. Lasthuizen (2012). What's the difference? Ethical leadership in public, hybrid, and private organisations, *Journal of Change Management*, 12 (4): 441-466.

Den Hond, F., F.K. Boersma, L. Heres, E.H.J. Kroes and E. van Oirschot (2012). Giddens à la carte? Appraising empirical applications of structuration theory in management and organization studies. *Journal of Power*, 5 (2): 239-264.

Lasthuizen, K., L.W.J.C. Huberts, and L. Heres (2011). How to measure integrity violations. Towards a validated typology of unethical behavior. *Public Management Review*, 13 (3): 383-408.

Heres, L. and Y.W.M. Benschop (2010). Taming diversity: An exploratory study on the travel of a management fashion. *Equality, Diversity and Inclusion: an International Journal*, 29 (5): 436-457.

Van den Akker, L., L. Heres, K. Lasthuizen and F.E. Six (2009). Ethical leadership and trust: It's all about meeting expectations. *International Journal of Leadership Studies*, 5 (2): 102-122.

### BOOKS AND BOOK CHAPTERS (scientific, international peer reviewed)

Hoekstra, A. and L. Heres (2016). Ethical probity in the public service. In: *Encyclopedia of Public Administration and Public Policy*.

Heres, L. (2015). Ethical leadership research: Looking beyond the leader. In: Z. Van der Wal, A. Lawton and L.W.J.C. Huberts (eds.), *Ethics in Public Policy and Management*, pp. 165-180. Oxfordshire: Routledge.

Paanakker, H.L. and L. Heres (2015). Ethics management. In: *Encyclopedia of Public Administration and Public Policy*, Third Edition, pp 1-4. New York: Taylor and Francis.

Heres, L. (2014). *One Style Fits All? The Content, Origins, and Effect of Follower Expectations of Ethical Leadership*. Dissertation. Amsterdam, the Netherlands: VU University Amsterdam. Download available via <http://dare.uvu.vu.nl/handle/1871/52033>.

Heres, L. and K. Lasthuizen (2013). From ethical competence to ethical leadership. In: D. Menzel and T. Cooper (eds.), *Achieving Ethical Competency for Public Service Leadership*, pp. 51-70. Armonk, NY/ London: M.E. Sharpe.

### **BOOKS AND BOOK CHAPTERS (scientific, non-peer reviewed)**

Heres, L. (2012). Leiderschap en integriteit. In: J.H.J. van den Heuvel, L.W.J.C. Huberts, and E.R. Muller (eds.), *Integriteit: Integriteit en Integriteitsbeleid in Nederland* pp. 265-281. Volume in the series on Order and Safety. Alphen aan den Rijn, the Netherlands: Kluwer.

Heres, L. (2010). *What Makes the Difference? Ethical Leadership Across the Public-Private Continuum*. Master's thesis. Amsterdam, The Netherlands: VU University. Volume in the Dynamics of Governance series ISBN-13: ISBN-13: 978-90-78223-15-3.

### **PROFESSIONAL PUBLICATIONS**

Heres, L. (2016). Moreel leiderschap en het belang van impliciete verwachtingen, *De Psycholoog*, 5 (3): 10-20.

Heres, L. (2015). Van amoreel naar ethisch leiderschap. In: BIOS/ CAOP, *Jaarboek Integriteit 2015*.

Heres, L. and Z. van der Wal (2012). Wil de ethische toezichthouder nu opstaan? In: G.D. Minderman (ed.), *Waar Is de Raad van Toezicht? Het Interne Toezicht in Nederlandse Non-Profitorganisaties. Deel II*, pp. 221-235. The Hague, The Netherlands: Boom Lemma Publishers.

### **RESEARCH REPORTS**

Heres, L. and E. Westbeek (2016). QuickScan Integriteit. Schalen voor het meten van de integriteitsbeleving in organisaties. Research and advice report for the Dutch Ministry of Internal Affairs and Kingdom Relations (pp. 39).

Heres, L. (2016). *Tonen van de Top. De Rol van Topambtenaren in het Integriteitsbeleid*. Research report for the Bureau Integriteitsbevordering Openbare Sector (pp. 90). Available for download at [www.integriteitoverheid.nl](http://www.integriteitoverheid.nl)

Heres, L. (2014). *Onderzoeksrapport Leiderschap en Integriteit voor het Nederlands Instituut van Psychologen*.

Heres, L., L.W.J.C. Huberts, A.J.G.M. van Montfort, K. Peters and D. Ranzijn (2014). *Evaluatie van het Integriteitssysteem van de Gemeente Eindhoven* (pp. 38).

Heres, L. (2013). *Waar Is de Kraan? Onderzoeks- en Adviesrapport Leiderschap en Integriteit bij Organisatie X*. Internal research report (pp. 51).

Heres, L. (2012). *Vanuit een Ander Perspectief. Vijf Visies op Ethisch Leiderschap*. Amsterdam: VU University (pp. 20).

Lasthuizen, K. and L. Heres (2009). *Vergelijkingsrapport Medewerkerstevredenheid-onderzoek Regiopolitie Amsterdam-Amstelland*. Amsterdam: VU University (pp. 21).

Lasthuizen, K. and L. Heres (2008). *Notitie Aanpassing MTO-instrument Regiopolitie Amsterdam-Amstelland*. Amsterdam: VU University (pp. 10).

Lasthuizen, K. and L. Heres (2007). *Preadvies Medewerkerstevredenheidonderzoek Regiopolitie Amsterdam-Amstelland*. Amsterdam: VU University.

## **BOOK REVIEWS**

Heres, L. (2009). Review of Davids, T. and F. van Driel (2005), *The Gender Question in Globalization. Changing Perspectives and Practices*, Ashgate, and Gherardi, S. and B. Poggio (2007), *Gendertelling in Organizations. Narratives from Male-Dominated Environments*, Liber/Copenhagen Business School. *Gender, Work and Organization*, 16 (5): 624-625.

## **CONFERENCE PAPERS**

Heres, L., K.M. Lasthuizen & L.W.J.C. Huberts (2017). *The Effects of Work Characteristics and Moral Task Complexity on Follower Expectations of Ethical Leadership*. Paper presented at the 2<sup>nd</sup> International Public and Political Leadership (PUPOL) conference, 6-7 April, Milton Keynes, UK.

Heres, L. (2016). *From Amoral to Ethical Leadership: Roadblocks for Top-Level Public Managers*. Paper presented at the 14<sup>th</sup> workshop of the Study Group *Quality and Integrity of Governance* at the annual conference of the European Group for Public Administration, 24-26 August 2016, Utrecht, the Netherlands.

Heres, L. (2016). *Roadblocks And Pitfalls in Ethical Leadership: A Study Among Top-Level Public Managers*. Paper presented at the 1<sup>st</sup> International Public and Political Leadership (PUPOL) conference, 7-8 April, Nijmegen, the Netherlands.

Heres, L. (2014). *One Style Fits All? Results From a Multi-Study Research Project on the Content, Origins, and Effect of Follower Expectations of Ethical Leadership*. Paper presented at the Public Values Consortium's 4th Biennial Workshop, 4-6 June, Singapore.

Heres, L. (2013) *From a Different Perspective. A Q-study on Ethical Leadership*. Paper presented at the ISSSS Q-methodology conference, 5-7 September, Amsterdam, the Netherlands.

Heres, L. and K. Lasthuizen (2013) *On the Match Between Employees' Ethical Leadership Preferences and Managers' Ethical Leadership Practices*. Paper presented at the Third International Workshop on Organizational Justice and Behavioral Ethics, "Context influences on ethics and justice", 27-28 June 2013, University of Toulouse, France.

Heres, L. and K. Lasthuizen (2012). *What Makes an Ethical Leader? A Q-study on Employees' and Managers' Views on Ethical Leadership*. Paper presented at the 8th Transatlantic Dialogue on Transitions in Governance, 6-9 June, Nijmegen, the Netherlands.

Heres, L. (2010). *Ethical Leadership: A Variform Universal Phenomenon*. Paper presented at the 2010 Annual Conference of the European Group for Organizational Studies, 1-3 July, Lisbon, Portugal.

Heres, L. (2010). *Developments in Ethical Leadership: Is Public Administration Lagging Behind?* Paper presented at the 2010 Annual Conference of the American Society for Public Administration, 9-14 April, San Jose, California.

Heres, L., G. de Graaf and K. Lasthuizen (2008). *Beyond the Male-Female Divide. Reconceptualizing Gender in Moral Leadership*. Paper presented at the 2008 National Women's Society Conference, 1 November, Utrecht, The Netherlands.

Benschop, Y.W.M., L. Heres, S. Katila, S. Meriläinen and J. Tienari (2008). *Translations of Diversity Management Discourse: A Comparison of Dutch and Finnish Corporate Websites*. Paper for the 2008 EURAM Conference, 14-17 May, Ljubljana & Bled, Slovenia.

Huberts, L.W.J.C. and L. Heres (2008). *Do We Practice What We Preach? The Integrity of Ethics Research Groups*. Paper presented at the 2008 EGPA Conference, Study Group on Ethics and Integrity in Governance, 3-5 September, Rotterdam, The Netherlands.