

September 2024

# INTRODUCTION & OVERVIEW



**Higher Purpose**  
Consulting

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To executives, senior leaders, consultants and scholars in change & leadership, team and executive coaches, CHROs and HR executives, and curious souls like me:

**I am glad to share this introduction with you. May we have the privilege of connecting or even meeting one day!**

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Fascinated by navigating seasons of change and transitional times in organizations, I work with executive teams and senior leaders on organizational challenges. As partner at KennedyFitch, I work together with fantastic colleagues and friends who share a passion for a deeply human and purpose-driven world of work.

As a scholar/practitioner, I combine this work for mostly international organizations with:

- part-time PhD research at the Vrije Universiteit/VU Amsterdam - with a focus on the executive team dynamics in times of transformational change. The overall aim is to assist executive teams in times of transformational change when the change agenda also requires different ways of thinking, doing, being from the top team itself.
- Lecturing at business schools as well as Key notes & presentations on leadership and navigating transformational change



With warm regards,

**Sander van Muijen**

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Change happens at the boundaries of things,  
in the transitional space between

the known and unknown  
the familiar and the different  
the old way and new way  
the past and the future

after:  
Dave Gray,  
Liminal Thinking  
(2016)

# Services & Activities

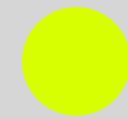
Supporting Executive Teams & Strategic Programs  
Across Industries & Regions

## Research & Teaching



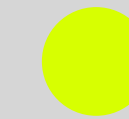
- PhD research: executive team dynamics in adaptive change (VU Amsterdam)
- Core lecturer Nyenrode Business Universiteit (executive education – change management)
- Guest lectures at VU Amsterdam (Executive MBA)
- Keynotes & presentations on leadership and navigating transformational change

## Exchange & Pay Forward



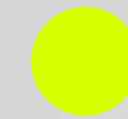
- Network of partners and thought leaders in transformational change, organization development, leadership and coaching
- Non-profit support and advisory

## Consulting



- Advising and sparring partner for (Chief) Executives and CHROs on:
- Diagnostics of complex organization challenges
  - Business Transformation
  - Strategy Alignment
  - Strategic Leadership & Executive Development
  - Change Enablement, especially when strategic efforts have stagnated (or worse)

## Coaching



- Teams: Board & Executive Team Effectiveness
- Individual: executive coaching, also for CHROs and Change/Transformation leads
- Change Leadership
- Build internal consulting & coaching capability



Partner at  
**KENNEDYFITCH**

# Transforming Organizations Takes Courageous Leadership – Also At The Top

## Learnings from supporting senior leadership teams through transformational change

Difficulties to deal with change in senior leaders

- Senior leaders are human too – with deep needs and desires, and seeking to avoid fear, shame, risk, uncertainty & exposure
- Diffusing the 'defensive mechanisms' that any change will trigger is hard work and counter-intuitive for many executives and teams
- It takes courage and humility for senior teams to invite and tolerate the support and expertise that may be needed to navigate their own transformational journey, as they earn the right to lead others through change

Helping “real teams working on real issues in real-time”

- Senior teams may struggle to see their own paradigms, core beliefs and behavioral patterns effectively – and typically need help to surface these constructively
- Working with the senior leadership teams to surface and address their own core beliefs, underlying assumptions and behavioral patterns that get in the way requires courage, trust, skill and experience

Leaders get the organizations they deserve

- Senior leaders influence, facilitate or even cause the very change they want to see in their organization – often without realizing it
- This requires senior leaders who are willing to explore their impact, the mental models, behavioral patterns and beliefs that may prevent effective change – and support to transition to new ways of leading together

The way we see the problem often **IS** the problem

- From a strong action-bias that stifles effective reflection, to analysis-paralysis that prevents decisive action: every team has patterns and tendencies to navigate, especially in challenging times of deep change
- Helping executive teams where they get in their own way requires thoughtful reflection, candid feedback and supportive interventions to boost curiosity, courage and willingness to explore new ways of leading – and discover new ways of being

# Sander van Muijen

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Scholar/practitioner in organizational leadership and transformational change. Executive coach and senior leadership team coach. Supporting executive teams and senior leaders in systemic change, break-through performance and transformation at individual, team, department and organizational level.

International professional experience

- KennedyFitch (Amsterdam, 2021-present): partner in management consulting & executive coaching practice. Focus: leadership and change. Clients are global companies across industries with HQ in mostly US, UK, Switzerland, Germany.
- JPMorgan Chase (New York, 2016-2021): Executive Director – leading internal practice for executive coaching and senior team effectiveness; senior coach for top internal executive programs and executive teams across the firm; Global Head of Faculty for all leadership development programs [in-house] for 40,000 managers.
- Royal Dutch Shell (Netherlands, 2013-2016): Manager Organizational Effectiveness/Change Consultant for large division (Projects & Technology); design and deliver CEO Forum (Executive Committee summit with top 70 executives) and Senior Executive Forum (top 180 leaders); team coach for senior executive teams; co-head for firmwide senior team development methods, tools and training.
- Accenture Management Consulting (Netherlands, 2008-2013): Manager and Senior Manager, supported the launch of international coaching practice; serving global clients with leadership, culture and change solutions across industries (FMCG, technology, manufacturing, oil/gas, public services). Faculty for Accenture Consulting Academy and coach for senior executives at internal leadership programs.

Specializations:

- Executive coaching and building internal coaching practice
- Senior Leadership Team Effectiveness
- Leadership & Executive Development Strategy
- Large-Scale Business Transformation, Culture & Behavior Change
- Organization Health Diagnostics & Improvement

## Academic

- PhD Candidate – School of Business & Economics, VU Amsterdam. Research: executive teams and transformational change
- Executive education: core lecturer Change Management at Nyenrode Business Universiteit (master class for practitioners) and guest lecturer Executive MBA, Vrije Universiteit

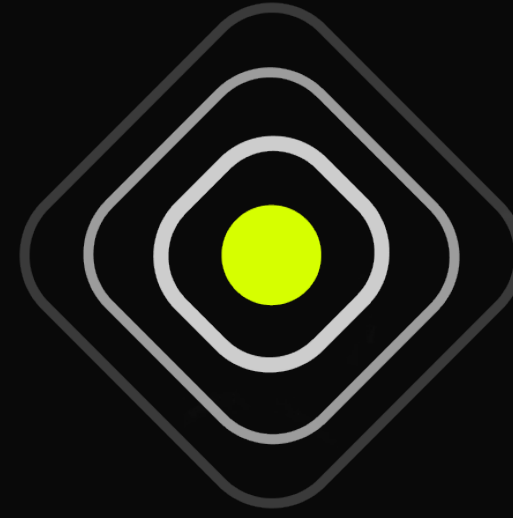
## Education

- Executive MBA, Nyenrode Business Universiteit/the Netherlands and Kellogg School of Management/USA
- Master of Divinity, Tyndale Theological Seminary
- Coaching: ICF-trained at Results Coaching Systems (Neuro-Leadership Institute). In-house coaching training: Columbia University; Systemic Team Coaching (Peter Hawkins)

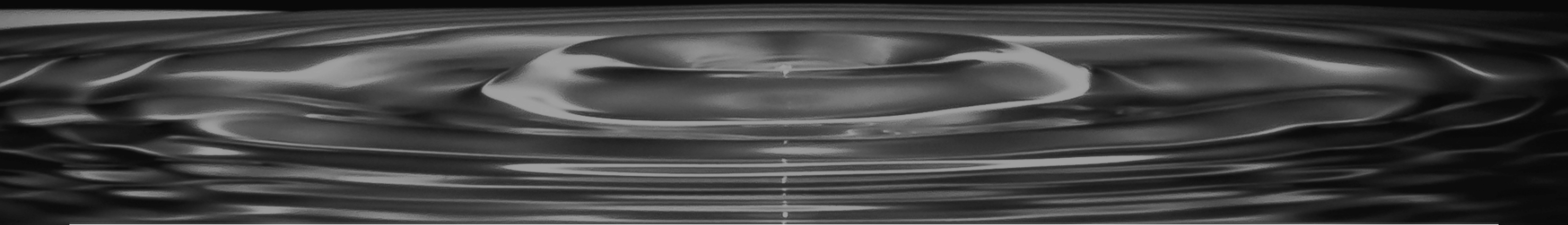
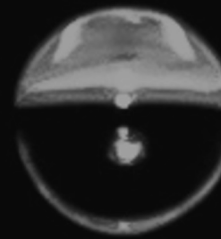
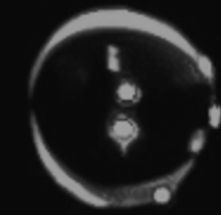
# On the logo & visual identity

Logo: ripples in water as a 'heuristic analogy' of creating change, as organizations have the potential to generate societal and environmental impact for generations to come

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- **CHAOS THEORY**  
small changes leading to huge impacts
  - **DYNAMIC SYSTEM THEORY**  
complex systems that are constantly changing, reorganizing, and progressing over time
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Inspiration for visual identity:  
*The Oculus, New York City*  
*Santiago Calatrava*



“ ...we are doing this for the next generations.. for those who are now in kindergarten and don't know what happened on the site. I see this as a testimony of hope, as a witness of belief that we can overcome this tragedy... by designing a building that gets used by hundreds of thousands of people every day, a building full of life.

It is not a memorial to death;  
it is a memorial to life. ”







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