

FACILITATOR IN THE SPOTLIGHT:

“DARE TO LOOK AT YOURSELF AND BE OPEN: ‘WHAT MAKES YOUR LIFE WORTH LIVING?’”

TEAM DEVELOPMENT SPECIALIST RONALD VAN ANDEL—ALSO THE NAME OF HIS CONSULTANCY—HAS BEEN A PARTNER OF MY MOTIVATION INSIGHTS FOR TEN YEARS. HE ASKS CRITICAL QUESTIONS, HAS OPEN AND HONEST CONVERSATIONS WITH HIS CLIENTS, AND HOLDS UP A MIRROR WITH RESPECT AND INTEGRITY.

**How did you get into the field of team development?**

With 35 years of experience in HR and a somewhat unconventional way of working, I always did things differently and was continuously focused on personal development and leadership. Over time, I felt increasingly clear about my mission: to share my expertise and practical experience with the next generation. Twelve years ago, when I completed an MMI questionnaire myself, many pieces of the puzzle fell into place. My search for wisdom, the comprehensive feedback I received, and the genuine interest shown in me sparked a strong desire to explore this further. It deepened my fascination with people and the reasons behind their behaviour.

What makes you so enthusiastic about MMI and team development?

I work with many different teams across various organisations, and MMI is always the starting point of all my coaching and facilitation programmes. MMI provides accessible insight at both the individual and team level. Each team member receives personal feedback, which I then link to their role and to the score they give for their own job satisfaction. The results are subsequently connected to the objectives of the team and/or organisation.

When it comes to team development, it is inevitable to also evaluate leadership. In most teams, the leader plays a crucial role with significant influence on the well-being and performance of individual team members.

Can you give us an example: how do you deal with resistance when introducing change?

Encourage the team to express openly where the resistance lies. Combine this with insights into the “lens” through which they view their environment. This must, however, take place in a safe setting. From there, you can determine which levers to pull and where to focus your efforts. There has to be a willingness to change, and it is important to uncover underlying issues. Combine these insights with factors such as age, personal circumstances, work experience and level of knowledge. Also take into account how long someone has been working at the organisation.

How do you ensure continued development after a session ends?

I remain connected to the organisation and maintain contact with both the team and the leader. The impact must be sustainable. If the team is not moving forward, the leader needs to take action and put the topic on the agenda.

“IN TEAM DEVELOPMENT, IT IS ESSENTIAL TO ALSO EVALUATE LEADERSHIP”.



Which case has stayed with you the most?

There was a woman in an administrative role who had a strong blue orientation but also drew a lot of energy from the orange and yellow drivers. In her current role, she could not express that energy. Following an in-depth feedback session, she changed positions within three months. The insights and outcomes from the MMI tool can be true eye-openers for many.

This example shows how an administrative role, while suited to her blue orientation, did not meet her need for entrepreneurship and creativity (orange and yellow). By holding up a mirror and highlighting her untapped potential, she was able to better utilise her talents.

I see these kinds of situations often. They demonstrate how important good feedback is. By clearly explaining what a role means within an organisation, you can inspire people to take action. This creates a positive atmosphere in which everything can be said and performance can truly be optimised.

What advice would you give to teams?

Every team member should reflect on their willingness to participate in team development. “What makes your life worth living?” If there is no commitment, it is crucial for the facilitator to first clarify why people may be reluctant to participate.

Set clear expectations at the start about what the process will deliver and the desired outcomes. As a facilitator, you can plant seeds, make challenging issues visible and uncover obstacles. But in truth, the real work starts after I leave it is then up to the team and its leader to continue and embed the progress.

What advice would you give to new facilitators?

If you have a solid understanding of the drivers and listen carefully to what participants say, you can often recognise someone’s dominant motivators even without seeing their profile. Then, link each profile to the person’s role or job description. This makes it tangible and allows you to make a real difference. Finally, the networking events, organised by MMI are a great opportunity to learn and connect. They help you stay up to date and continue developing yourself.

