

Kiki M. M. De Jonge

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Location: Groningen, The Netherlands
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Profile & Research Interests

I am a motivated and ambitious researcher, interested in topics related to creativity, flow, and coaching. My quest concerns the optimal fit between the needs of (groups of) individuals and the work context, to optimize outcomes for both the employee and organization (e.g., creativity, performance, work enjoyment). It inspires me to work on the edge of knowledge development that has an impact on both theory and practice. I thrive on positive challenges, aiming to continue my personal and professional development.

The overarching theme of my research is facilitating optimal functioning at work, mainly focusing on creativity and flow, as well as on coaching and new ways of working. My research focuses on the interplay between creative performance and flow experiences, and indicates how to create an optimal fit between the context and the individual worker to reach both. More insights into these topics is important, as creative performance is necessary to achieve innovative behavior and organizational effectiveness.

Professional positions

- 07/2018-present **Assistant Professor I-O Psychology, innovating education**, at the University of Groningen (RUG).
Responsible for:
- Research lines: Creativity, Flow, Career Coaching
 - Innovating education: activating and intensifying the I-O Psychology program
 - Co-developer & lecturer international master course Coaching, incl. supervising coaching sessions
 - Co-writer cost-action grant proposal research network creativity
- 09/2014-06/2018 **PhD researcher I-O Psychology** at the University of Groningen (RUG).
Until June 2018. Project: Stimulating creativity when brainstorming: Matching the work context with the individual's needs.
Responsible for:
- Research lines: Creativity, Career Coaching, New Ways of Working
 - Co-developer & teacher international master course Coaching, incl. supervising coaching sessions
 - Supervisor Master theses
- 2017-present **Founder - Coach and Trainer** at Groeiflow (www.Groeiflow.nl).
My main activities include:
- Career and business coaching for young professionals and high potentials
 - Developer and trainer: Career workshops for e.g. PhD and ReMa students, Coaching and skill development for practitioners (postgraduate)
 - Assessments for selection procedures, such as prospect PhD candidates
 - Close collaboration with Adviesburo Fier

- 2014-present **Study coordinator, Course developer, Trainer** at CVIO (Centre for Personal Development).
Responsible for:
- Attention-awareness (Mindfulness) course
 - Postgraduate training coaching and communication skills for practitioners
 - The accreditation process of the organization
- 2012-2014 **Research-assistant** of Prof. dr. Nico W. van Yperen.
Various research activities, including research for a local government, mainly focusing on *blended working*.
- 2010-2011 **Honours Research-assistant** of dr. C.E. Ashton-James. Focus on *mimicry*.

Education and training

- 2012 - 2014 **Research Master Social and Organizational Psychology** at the RUG.
Grade average: 8.0 (all on 10-point scale; equivalent to GPA 4).
- Thesis: *Always connected at work? The role of information novelty and individual needs* (35ECTs). Grade: 9.0.
 - Certificate: *Coach for young professionals* (30ECTs).
- 2012 -2014 **Honours Master Leadership: making the difference**. Grade average: 8.1. **Honours Research internship** I-O Psychology, supervised by Prof. dr. Nico W. van Yperen. Focus on *blended working*.
- 2009 -2012 **Bachelor Psychology** at the RUG. Grade average: 7.
- Thesis: *Leadership in the new world of work*. Grade: 9.0.
- 2010-2012 **Honours Bachelor**. Grade average: 7.8.
Honours Research internship Social Psychology, supervised by dr. C.E. Ashton-James. Focus on *mimicry*.

Publications

4. **De Jonge, K. M. M.**, Rietzschel, E. F., Van Yperen, N. W. (2018). Stimulated by Novelty? The role of Psychological Needs and Perceived Creativity. *Personality and Social Psychology Bulletin*, xx, xxx-xxx.
Impact Factor 2016: 2.504. Top-tier journal. 2016 Ranking: 12/62 in Social Psychology.

This paper provides important insights into the mechanisms through which creative performance unfolds. Creative performance is highly valued and necessary to achieve innovative behavior and organizational effectiveness. With three experiments, we found that cognitive stimulation depends on input novelty, perceptions of creativity, and people's psychological needs. Organizations are advised to create a better fit between these factors, to optimize creative performance when brainstorming.

3. Van Yperen, N. W., Wörtler, B., & **De Jonge, K. M. M.** (2016). *Workers' intrinsic work motivation when job demands are high: The role of need for autonomy and perceived opportunity for blended working*. *Computers in Human Behavior*, 60, 179-184. DOI: 10.1016/j.chb.2016.02.068
Impact Factor 2016: 3.435. Top-tier journal in human-computer interaction.

Work overload may undermine workers' intrinsic motivation. In the present research, we provided important insights into the conditions under which this may (not) occur. For this, we investigated the perceived opportunity to blend on-site and off-site working through the effective use of computers and modern ICTs. When workers high in need for autonomy perceived opportunities for blended working, their intrinsic work motivation was not negatively affected by increasing job demands. In this way, workers stay intrinsically motivated and productive in their jobs when job demands are high.

2. **De Jonge, K. M. M.**, Van Yperen, N. W., & Rietzschel, E. F. (2015). Age and Blended Working. In N. A. Pachana, & N. Thapa (Eds.), *Encyclopedia of Geropsychology*. (pp. 1-7). Singapore: Springer. DOI: 10.1007/978-981-287-080-3_72-1

The workforce is aging rapidly, which means that organizations will have to learn how to manage older workers better to avoid labor shortages and a loss of organizational effectiveness. One way to do this is to rely more on blended working practices, that is, the opportunity to blend on-site and off-site working enabled through modern information and communication technology (ICT) facilities. Blended working practices can be helpful to retain older workers and can keep them satisfied, motivated, and productive in their jobs.

1. Van Yperen, N. W., Rietzschel, E. F., & **De Jonge, K. M. M.** (2014). *Blended Working: For whom it may (not) work*. PLoS ONE, 9, e102921. *Impact Factor 2016: 2.806. Peer-reviewed open access scientific journal.*

This paper introduced the concept of *blended working* as an optimized term for combining on-site and off-site working, and investigating for whom it may (not) work. This is important, as blended working is a pervasive and booming trend in modern societies that can improve workers' and organizations' outcomes. Blended working may be considered beneficial for workers' perceived effectiveness because it increases their job autonomy, but could create downsides for structure and relatedness, that have to be effectively managed by organizations.

Manuscripts under Review

1. **De Jonge, K. M. M.**, Rietzschel, E. F., & Van Yperen, N. W. *Paving the Pathway to Creativity: The role of Input Diversity and Approach-Avoidance Motivation. (Under review at JESP).*

This paper adds to the creativity literature by investigating the role of input diversity, approach-avoidance motivation, and the cognitive pathway used to come to creative idea generation. Based on two experiments, we showed that people use input as an important additional search cue to come to further idea generation, and are stimulated to follow the cognitive pathway that aligns with the diversity level of the input. These research findings provide a major breakthrough to extend creativity models, and highlight the importance of both the individual worker and the team for cognitive stimulation.

Manuscripts in Progress

1. **De Jonge, K. M. M.**, Rietzschel, E. F., Mueller, J. S., & Van Yperen, N. W. *Would you call this Creative? The role of Need for Structure in the Creativity Perception. (Writing stage, Anticipated submission June 2018).*

What underlies and constitutes the perception of novel ideas as a creative contribution, and how does this perception differ per individual? Results indicate that the perception of novel ideas depends on the (mis)fit with people's need for structure. For these people, positive associations with creativity are weaker, and negative associations stronger, and this results in less appreciation of novel input as a creative contribution.

2. **De Jonge, K. M. M.,** Rietzschel, E. F., & Van Yperen, N. W. *Always connected at work? The role of information novelty and individual needs. (Final stage, Anticipated submission June 2018).*

As a result of new ICT developments, many workers are almost constantly connected to job-relevant information and co-workers, regardless of when or where they are working. Based on three experiments, we found that constantly being connected may be perceived as favorable by some (when it enhances task clarity or task performance) but unfavorable by others (when it creates ambiguity or external control). Organizations moving to increased connectedness should take workers' psychological needs into consideration, in order to reap the potential benefits from blended working without incurring the potential costs.

3. **De Jonge, K. M. M.,** Rietzschel, E. F., & Van Yperen, N. W. *A New Cognitive Stimulation Measure: How Specific Ideas from Others Stimulate the Generation of Additional Ideas. (Data analysis in progress).*

How do ideas from others help us to come to creative ideas? By creating a new creativity measure, we will be able to grasp the specific thought process of people when brainstorming. Resulting from this, we can optimize brainstorm situation to maximize the likelihood of creative performance for workers and organizations.

4. **De Jonge, K. M. M.,** Van Yperen, N. W., & Heesink, J.A.M. *Growth Mindset and the Effectiveness of Career Coaching for Goal Attainment and Performance. (Data analysis in progress).*

This applied field research consisted of a longitudinal 3-wave design, investigating 30 dyads. Both coach and coachee indicated the coachee's growth mindset, and their increase in goal attainment and performance over the coaching trajectory.

5. **De Jonge, K. M. M.** *Optimizing the Creative and Innovative Potential of Teams: Adapting the Electronic Brainstorm Environment to the Needs of Employees (Data collection stage).*

This applied field research (collaboration with Spilter and various Dutch organizations such as BAM) focuses on the optimal use of electronic brainstorming to facilitate creativity and innovation. We aim to find the optimal match between workers and the brainstorm setting, by adapting the electronic brainstorm environment to match individual's preferences for autonomy and structure. The outcomes will be useful for organizations aiming to further improve the creative potential of individuals and teams.

Practitioner articles

2. Media attention – interview Trouw:

De Jonge, K. M. M. (2017). *Wie thuis werkt, heeft meer profijt dan last. (Blended working creates more opportunities than downsides).* Interview Trouw, one of the larger Dutch newspaper.

In this newspaper interview, I highlighted opportunities and threats for workers and their managers when implementing working from home, and how to effectively deal with these.

1. Blog Spilter:

De Jonge, K. M. M. (2017). *Onderzoek: creativiteit optimaal stimuleren met digitaal brainstormen. (Research: Stimulating creativity optimally via electronic brainstorming).* Spilter (meeting-software company).

Explaining the importance and necessity of creativity and innovation for organizations, and providing a starting point for a new applied research project with various organizations.

Nominations and Awards

- 11/2017 **Runner-up Best Paper Award from WAOP** (the Dutch & Belgian Society of Work and Organizational Psychology Researchers) for:
- **De Jonge, K. M. M.**, Rietzschel, E. F., Van Yperen, N. W. (2018, in press). Stimulated by Novelty? The role of Psychological Needs and Perceived Creativity. *Personality and Social Psychology Bulletin*.
- 12/2014 **Runner-up GAP Master Thesis Award**
- 12/2014 **Nominated David van Lennep Master Thesis Award**
- 12/2010 **Winning Honours Student Think-Tank at Business Battle**. We investigated the optimal shaping of future organizations. Organized by 'het Zuiderlicht' and 'Hollandse Nieuwe'. Participants were 100 managers and executives, and 40 Honours students from across the Netherlands.

Conference presentations & Symposia

- 2017** **De Jonge, K. M. M.** (2017). Convenor, chair, and presenter as part of the EAWOP Symposium: *Stimulating Creativity: Matching Individual Differences and Situational Factors*. EAWOP, Dublin, Ireland.
Other presenters: Matthijs Baas, Marieke Roskes, Katharina Eckartz, Michaël Van Damme, and Eric F. Rietzschel.
- De Jonge, K. M. M.** (2017). *Stimulated by Novel Ideas? Psychological Needs and Perceived Creativity*. Presentation as part of the Group Creativity Symposium, organized by Bernard Nijstad and Paul Paulus at the EASP, Granada, Spain.
Other presenters: Bernard Nijstad, Jared Kenworthy & Hoon-Seok Choi.
- De Jonge, K. M. M.** (2017). *Don't Bother me With your Weird Ideas!* Presentation at the Society of Work and Organizational Psychology Researchers (WAOP) conference, Nijmegen, The Netherlands.
- De Jonge, K. M. M.** (2017). *Don't Bother me With your Boring Ideas!* Presentation at the Creativity conference, Nijmegen, The Netherlands. (Note: accepted to present, but I had to cancel due to a funeral).
- 2016** **De Jonge, K. M. M.** (2016). *Cognitive Stimulation in Brainstorming: The (mis)fit between Psychological Needs and Diversity of Input*. Presentation at the Society of Work and Organizational Psychology Researchers (WAOP) conference, Rotterdam, The Netherlands.
- 2015** **De Jonge, K. M. M.** (2015). Convenor, co-chair, and presenter as part of the EAWOP Symposium: *Blended Working: Opportunities, Pitfalls, and Boundary Conditions*. EAWOP, Oslo, Norway.
Other presenters: Nico W. Van Yperen, Daantje Derks, Kathryn L. Fonner.
- De Jonge, K. M. M.** (2015). *How can contemporary office design and new ways of working benefit employees and organizations?* Presentation as part of the USE2015 Symposium, organized by Marjette Slijkhuis. USE2015, Groningen, The Netherlands. Other presenters: Marjette Slijkhuis, Mark Mobach, and Jan-Gerard Hoendervanger.

De Jonge, K. M. M. (2015). *Age and Blended Working*. Scientific poster presentation at Heymanssymposium, Groningen, The Netherlands.

De Jonge, K. M. M. (2015). *Blended working and individual needs*. Scientific poster presentation at Heymanssymposium, Groningen, The Netherlands.

De Jonge, K. M. M. (2015). *Always connected at work? The role of information novelty and individual needs*. Scientific presentation as part of GAP masterthesis nomination, Groningen, The Netherlands.

2014 De Jonge, K. M. M. (2014). *Blended working and information novelty*. Presentation at the Society of Work and Organizational Psychology Researchers (WAOP) conference, Utrecht.

De Jonge, K. M. M. & Rietzschel, E. F. (2014). *Blended working and individual needs: the search for optimal fit*. Workshop presented at the STOSO congress 'Reliance on Technology', Groningen, The Netherlands

Invited Lectures

2018 "Stimulating Creativity: Matching Individual Differences and Situational Factors"
- Seminar Innovation & Organization, FEB RUG.

2017 "Experiencing Flow at Work: Adapting the Work Context to Your Needs"
- Science Day for PhD's and Academic Personnel at UMCG. Note: Invited but had to decline due to organizational matters.

2015 "Blended working: Do It Yourself".
- Open day of the RUG, for prospect Bachelor Psychology students and their parents (~ 350 audience members).

Teaching & Training experience

- 2014-present **Lecturer, University of Groningen**
- **Coaching:** Implementing and teaching practicum course, Master level (English). Training students in coaching skills, and supervising their actual implementation of a coaching trajectory. This is part of the certificate 'Coach for young professionals'.
Rated as "excellent" by course participants, with an average score of 8.8.
 - **MAt thesis Supervisor** on the following projects:
 - Click experience and goal realization in coaching (2016-2017).
 - Goal realization, growth mindset, and goal commitment in coaching (2015-2016).
 - Cognitive load as a manipulation for personal need for structure (2015-2016).
 - **Mentor and Teacher Academic Skills:** Bachelor level (English). Developing academic skills in reading, presenting, and writing, developing research skills, but also involves guiding and coaching students to enhance study skills.
- 2014-present - **Research Practicum:** Bachelor level (English). Teaching the

- 2015 process of research, from analyzing results to writing academic papers.
- Trainer & Developer**
- 2018 - **Workshop: Happiness in work** (in English). For YoungRUG, young supporting staff. With Adviesburo Fier.
- **Workshop: Translating your Skills to a Career Outside Academia** (in English). For PhD's at FSE (Science and Engineering, RUG). Collaboration with Adviesburo Fier.
Rated as "interesting and interactive" by course participants.
- 2017 - **Self-assessment course: The perfect match for a PhD** (in English). For Research Master students at FEB (RUG). Collaboration with Adviesburo Fier.
Rated as "great and interactive" by course participants, with an average score of 8.5.
- **Workshop: Orienting on a Career after your PhD** (in English). For PhD's at GSMS (Medical Sciences, RUG). Collaboration with Adviesburo Fier.
Rated as "interesting and useful" by course participants.
- **Training: From problem to qualities – strength-based coaching** (in Dutch). Coaching skills for practitioners (postgraduate), as part of their mandatory accreditation points PsbK (Psychosocial Knowledge). Provided at CVIO.
Rated as "excellent" by course participants, with an average score of 8.9.
- 2014-2016 - **Attention Awareness Training & Coaching** (in Dutch). 8 week training, focusing on changing unhelpful thinking patterns, being more aware in the present moment, and becoming more effective. Provided at CVIO.
- 2015 - **Training: Implementing Psychological Communication Skills** (in Dutch). Psychological skills for experienced holistic therapists, as part of their mandatory accreditation points PsbK (Psychosocial Knowledge). Provided at CVIO.
- 2013 - **Coach and trainer, personal development week** for work and life questions. Lesbos, Greece. Collaboration with CVIO.

Organizational experience

- 2017 **Convenor and chair Heymans Colloquium RUG**. Speaker: Prof. dr. B.A. Nijstad on 'Conflict, cooperation, and team creativity'.
- 2017 **Convenor and chair symposium at EAWOP (Spain)** 'Stimulating Creativity: Matching Individual Differences and Situational Factors'.
- 2015 **Convenor and chair symposium at EAWOP (Norway)** 'Blended Working: Opportunities, Pitfalls, and Boundary Conditions'.
- 2014 - 2015 **Chair research meetings** at the department of I-O Psychology.

- 2013 - 2015 **Think-tank TalentWeb Groningen (TWG)**. A multidisciplinary think-tank of talented young professionals, part of the Groningen Agreement.
- 2014 **TWG Selection Committee**. Selection interviews with prospect TWG members, proposed by their supervisors at the RUG, Hanze, and UMCG.
- 2014 **TWG TedX committee**. Organizing and coordinating monthly TedX like talks for members of the TalentWeb Groningen.
- 2014 **RUG400 network dinner**. One of the 6 invited TWG members to join the Mayor and Aldermens diner for the 400th anniversary of the RUG.
- 2014 **Invited as member PhD educational committee (OC)**. Note: had to decline due to previously accepting the role as chair RUG and TWG committees.
- 2012 **Selection Committee Rosalind Franklin Fellowship (RFF)**. Tenure Track selection committee consisting of one student member (me), four Professors within Psychology, the Dean, and RFF members.
- 2012 - 2014 **Member VAOW** (Advice Committee on Education/ Vaste Adviescommissie van het Onderwijs) at the RUG.
- 2012 - 2014 **Member Educational Committee (OC)** at the RUG. Representing students and proposing improvements within the Research Master of the Faculty of Behavioural and Social Sciences.
- 2010 - 2012 **Member Programme Committee** of the Honours College at the RUG. Representing students and proposing improvements within the Honours College (both in terms of broadening and deepening modules) during meetings with the Dean and professors of the Honours College.

Memberships

Member Kurt Lewin Institute (KLI). National research school, courses on topics such as statistical methods, creative thinking, publish and review.

EAWOP: European Association of Work and Organizational Psychology.

WAOP: Dutch Society of Work and Organizational Psychology Researchers.
