

TOWARDS A MORE MEANINGFUL  
AND OPTIMAL HUMAN  
FUNCTIONING IN TODAY'S  
ORGANIZATIONS:

SERVANT LEADERSHIP GROUNDED  
IN COMPASSIONATE LOVE

PROF. DR. DIRK van DIERENDONCK

The business school that thinks  
and lives in the future



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### THE PURPOSE OF ORGANIZATIONS



".. There is only one social responsibility of  
business – to use its resources and engage in  
activities designed to increase its profits without  
deception or fraud"

" what kind of society isn't structured on greed?  
The problem of social organization is how to set  
up an arrangement under which greed will do the  
least harm; capitalism is that kind of system

Milton Friedman, 1970



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### BUT WHAT ABOUT THE PEOPLE?



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## ROBERT GREENLEAF



*The servant leader is servant first. "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.*

*The best test is: do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?*



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## HIRED HEARTS VERSUS HIRED HANDS



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## COMPASSIONATE LOVE

- Valuing the other at fundamental level
- Given the other a free choice
- A cognitive accurate understanding of the needs and feelings of another
- Being emotionally engaged
- Attitude of openness and receptivity

(Underwood, 2008)



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CORE ELEMENTS

- Empowerment
- Humility
- Stewardship
- Authenticity
- Providing direction



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EMPOWERMENT



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HUMILITY



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AUTHENTICITY



RSM *Erasmus*  
ERASMUS

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STEWARDSHIP



RSM *Erasmus*  
ERASMUS

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PROVIDING DIRECTION

**Tough Love**



Fly!

RSM *Erasmus*  
ERASMUS

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*Thank  
You*

RSM *Erasmus*  
UNIVERSITY

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