

**SERVUS**  
Servant-Leadership Centre  
for Research and Education



## Servant-leadership across Generations

**Servant-leadership: Reconciling dilemma's!?**  
**Assumptions & Perceptions across Generations**  
**& EXPECTATIONS**

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Amsterdam, 27 september 2013

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## Servant-leadership?



### 'Key insights'

- Curious
- Take care of YOUrself!
- NEED...

'It is important to ask questions. Curiosity has it's reason for existing.' Einstein

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AOG school of management

Servant LEADERSHIP  
Greenleaf Center for Servant-Leadership EUROPE



**“Rijkdom is het verrijken van anderen.”**

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History of servant-leadership



Robert Greenleaf



Peter Drucker  
Warren Bennis  
Stephen Covey  
Ken Blanchard  
Peter Senge  
Peter Block  
Joseph Jaworski

Journey to the East, Hermann Hesse

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## Servant-leadership



*“The servant leader is servant first.  
It begins with the natural feeling that one wants to serve.*

*Then conscious choice brings one to aspire to lead.*

*The difference manifests itself in the care taken by the servant-first to  
make sure other people’s highest-priority needs are being served.*

*The best test is this: Do those served grow as persons;  
do they, while being served, become healthier, wiser, freer, more  
autonomous, more likely themselves to become servants? “*

(Greenleaf, 1970)

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## Different from other types of leadership?



**The difference:**

- 1. A way of being (not a trick)**
- 2. Focus on needs of others**

**Leading by Example (HCI/HKI)  
Growth**

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Servant-leadership

Nuijten, 2013

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*“Meaningfully and responsibly contributing to the growth of others, based on your personal growth.”*

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Hello

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**“Few are those who see with their own eyes and feel with their own hearts.”**  
Einstein

**Hello Gorgeous!**  
of HOPE, Inc.

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## In top shape!




**“Als je luistert naar je hart dan weet je dat het klopt.”**



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## Generations



- **A group of people born around the same time**
- **They have ‘similar’ beliefs, gestures, attitudes, values**
- **These groups are formed due to historical events and the ‘Zeitgeist’ while developing their identities**

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Glasses



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## PANEL DISCUSSION QUESTION 1:

Do servant-leaders differ across generations?

How/where do you see SL characteristics (e.g. listening, empathy, conceptualization etc... ) supported or played out differently across generational cultures?

## PANEL DISCUSSION QUESTION 2:

What do you believe to be the main dilemmas of leading in the services of different generations?

Are the qualities that leaders need different for different generations? If so, what are the differences?

## PANEL DISCUSSION QUESTION 3:

What is needed at different stages in life and/or careers, for servant-leaders to develop?

How can HR serve employees throughout their careers?

**(Get and) stay in top shape!**



“Be the change you wish to see in the world.”

**Questions/Appreciation/Remarks:**  
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