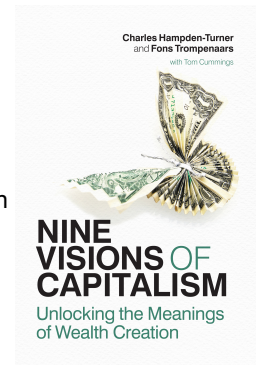


Nine Visions of Capitalism

The latest book by our SERVUS colleagues Fons Trompenaars and Charles Hampden-Turner, with Tom Cummings is entitled "Nine Visions of Capitalism, Infinite Ideas", Oxford, 2015. The authors map the route towards Conscious Capitalism with examples such as the Global Alliance for Banking on Values, and the case of Singapore government. Singapore civil servants are primarily focused on wealth creation, and their leadership role is more of a coach than a referee (p.122). The Singapore government is the national coach or mentor for more effective business practices. They help companies finding staff and resources needed. Your coach and advisor is paid and promoted in relation to how well you do, so wise counsel is in the interests of both parties (p.123). This is in line with the servant-leadership principle of helping the others to grow. The coach is also on the outlook for benefit to all stakeholders. Are your employees happy and fulfilled? Are your suppliers up to the mark? Have you considered training them alongside your own staff? How satisfied are your customers? How great is the level of trust between contracting parties? (p. 123).



The authors examine the values essential to wealth creation in a cross-cultural perspective, and the book is therefore essential knowledge for servant-leaders to read. Some of the world's most successful Capitalist economies have absorbed very different values from those espoused in the Anglo-American system. In East Asia, for example, East and West have mingled in a way rarely seen elsewhere. Hong Kong and Singapore are much influenced by the British, while Taiwan and South Korea are much influenced by the USA. These economies have more cultural contexts and can switch between them. The book Nine Visions of Capitalism suggests that this holds the clue to their competitiveness. Context switching is vital to commerce in general since the views of producers and consumers, owners and operators, management and labour are far enough apart to be considered opposites.

Nations that are already affluent must innovate or face decline. Nearly everything can be made more cheaply in the developing world. Only our endless originality can save us. Only our delight in the process of creation in itself and for itself can make our lives self-fulfilling and meaningful and restore our place in the world, according to the authors. Hampden-Turner and Trompenaars serve their readers with a profound and hopeful message to Western economies in a time of deep pessimism about the future of the global economy.

In particular Chapter 7 on the conscious capitalist movement is key learning for (future) servant-leaders. It highlights the incredible narrow way in which we think and speak about capitalism, as all about private enrichment while rubbishing the public good. All about competing but forgetting the cooperation behind it. By ignoring "the other half" people remain semi-conscious of the world in and around our companies and especially the amazing value potential that the capitalist system can contribute to our welfare (p.162). The authors prove to be true servant-leaders by raising awareness for the public good and how to unlock the meanings of wealth creation in organizations. They argue: among the chief characteristics of the conscious and visionary leader is an appeal to a higher purpose. This is the reason the company exists. It engages employees and customers, catalyzes creativity and innovation, and elicits organizational commitment (p. 167). Corporate Social Responsibility is not a nice gesture on the side of the company. The point of conscious capitalism is that service to the community is inseparable from the purpose of the company as a whole. Conscious capitalism is a form of citizenship, a shared strategy, a demonstration of trust (p.179).

In other chapters various servant-leadership features are highlighted. You will see that banks which see their mission as serving industry (Chapter 9), crowd-funding projects that promise to serve ideals (Chapter 11), post-doctoral fellows whose first purpose in life is to serve science in the vicinity of Cambridge (Chapter 10) and people whose prime purpose is to rescue the environment (chapter 8), also do very well for themselves in this process.

The book confirms the everyday meaning of meaning for servant-leaders in search of wealth creation in their organization.

Nine visions of capitalism

Unlocking the meanings of wealth creation

Charles Hampden-Turner and Fons Trompenaars,
with Tom Cummings

Capitalism in crisis: top culture management gurus map the route to a fairer global economy

Capitalism has been in a state of crisis for nearly a hundred years. The effects of the stock market crash of 1929 were felt well into the 1950s. The turbulence in international currency markets in the late 1960s, which sparked worldwide street protests in 1968, was unresolved until the mid-1980s. And the avalanche of financial crises that followed the failure of Lehman Brothers in September 2008 is still falling on businesses, consumers and communities around the world. In the face of such evidence it would be easy to think that capitalism is a doomed system.

However in *Nine visions of capitalism: unlocking the meanings of wealth creation* authors Charles Hampden-Turner and Fons Trompenaars suggest otherwise. Capitalism does have a future, they say, but only if the standard Anglo-American model of capitalism is radically transformed. As the authors point out, creating wealth is much more than simply making money. They say, “A community is only better off when it creates wealth through the transformation of money into products and services and the transformation of these back into money via revenue received.” The current model of capitalism has led to a situation where the net worth of the world’s top 10 billionaires stands at over \$500 billion, enough to end world poverty instantly twice over. But the global economy is not richer for the presence of billionaires if the money in their pockets has simply been transferred from those of other people.

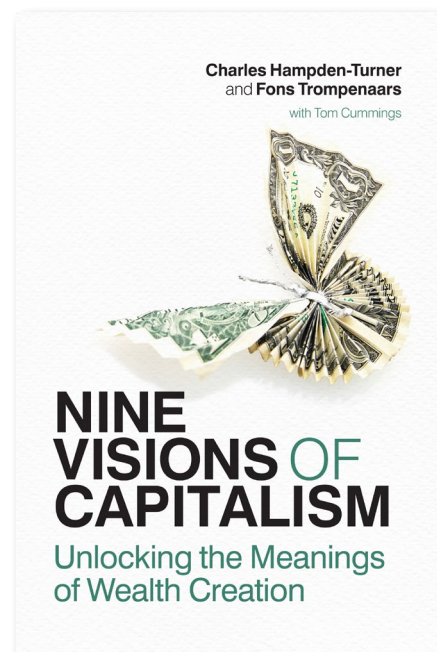
So how can this failing model be fixed? Hampden-Turner and Trompenaars argue that accommodating diversity is a pre-requisite for the reinvention of wealth creation. China’s spectacular growth, the dynamism and flexibility of the *Mittelstand* of German-speaking economies, Singapore’s hybridization of East and West, the world’s vibrant immigrant communities and the drive for renewable energy offer different aspects of an authoritative and challenging blueprint for the

future of capitalism. Finally, the authors draw on examples of innovation in capitalism such as the Conscious Capitalism movement in the US, the Cambridge Phenomenon in the UK and the Global Alliance for Banking on Values, which has members from Mongolia to Patagonia as well as the US and UK, to demonstrate what can be done to reinvigorate tired models, and provide a realistic, practical and powerful transformation agenda for the global economy. Find out more:

- [12 lessons the global economy needs to digest now.](#)
- [Headlines and scenarios from 2020.](#)

About the authors

Management philosopher **Charles Hampden-Turner** was Senior Research Associate at the Judge Business School at the University of Cambridge. The creator of Dilemma Theory and co-founder and Director of Research and Development at the Trompenaars Hampden-Turner Group in Amsterdam, he was Goh Tjoei Kok Distinguished Visiting Professor to Nanyang Technological University in Singapore in 2002–3 and Hutchinson Visiting Scholar to China in 2004. He is a past winner of the Douglas Mc Gregor Memorial Award and has received Guggenheim and Rockefeller fellowships. **Fons Trompenaars** is an organizational theorist, management consultant and bestselling author known globally for the development of the Trompenaars’ model of national culture differences. He was awarded the International Professional Practice Area Research Award by the American Society for Training and Development and *Business* magazine ranked him as one of the world’s top five management consultants. In 2013 he was ranked in the Thinkers50 of the world’s most influential management thinkers. He is the author or co-author of numerous books including *Riding the Waves of Culture* and *100+ Management Models*.



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Review copies available from Catherine Holdsworth: catherine@infideas.com; 01865 514 888

Infinite Ideas Ltd • 36 St Giles • Oxford OX1 3LD • United Kingdom • t: 44 (0) 1865 514888 • www.infideas.com

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