

Servant-Leadership across Life-Paths  
6 October 2014  
DRAFT



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



## Program

13.30 Opening and contextualizing the symposium theme: by **prof. dr. Fons Trompenaars** and **dr. Sylvia van de Bunt**

14.10 *Authentic leadership starts with personal leadership – Coaching and training for personal development* by FEWEB Career Services, by **Evgenia Lysova MSc**, researcher Amsterdam Business Research Institute, VU Amsterdam

14.35 *Coaching and personal advice to support your career*, by **Maike Wesseling MSC**, FEWEB Career Services

15.00 Workshops

16.05 Refreshments in the gathering space outside Symposium Hall, Room 10A-05

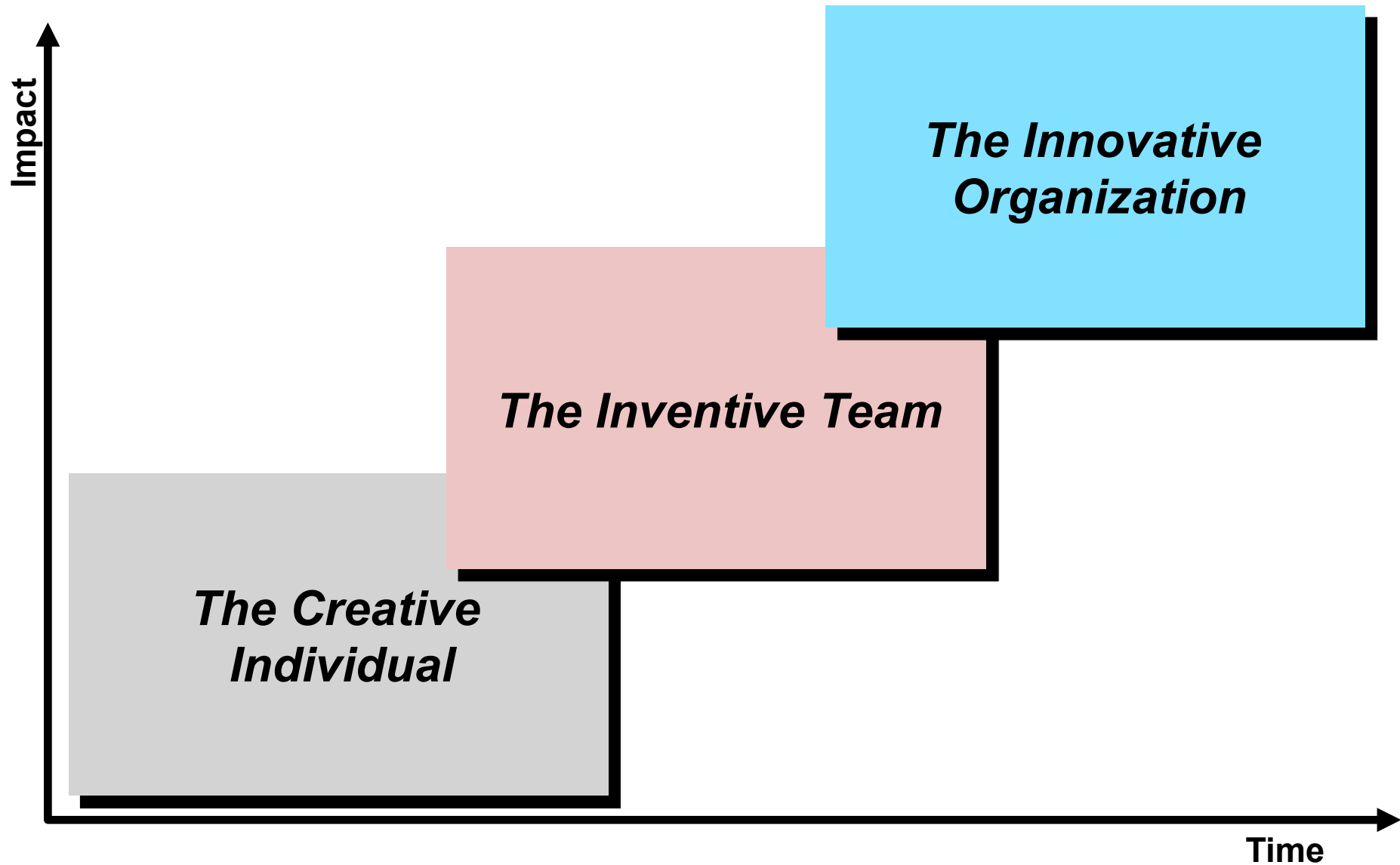
16.40 *The journey through the Lof labyrinth*, by **Jolanda Holwerda MA**, Founding Director of Lof Media

17.10 Panel discussion with workshop leaders, delegates and MA students: *Meeting of minds and hearts. How to build communities across pathways of life and learn from each other?*

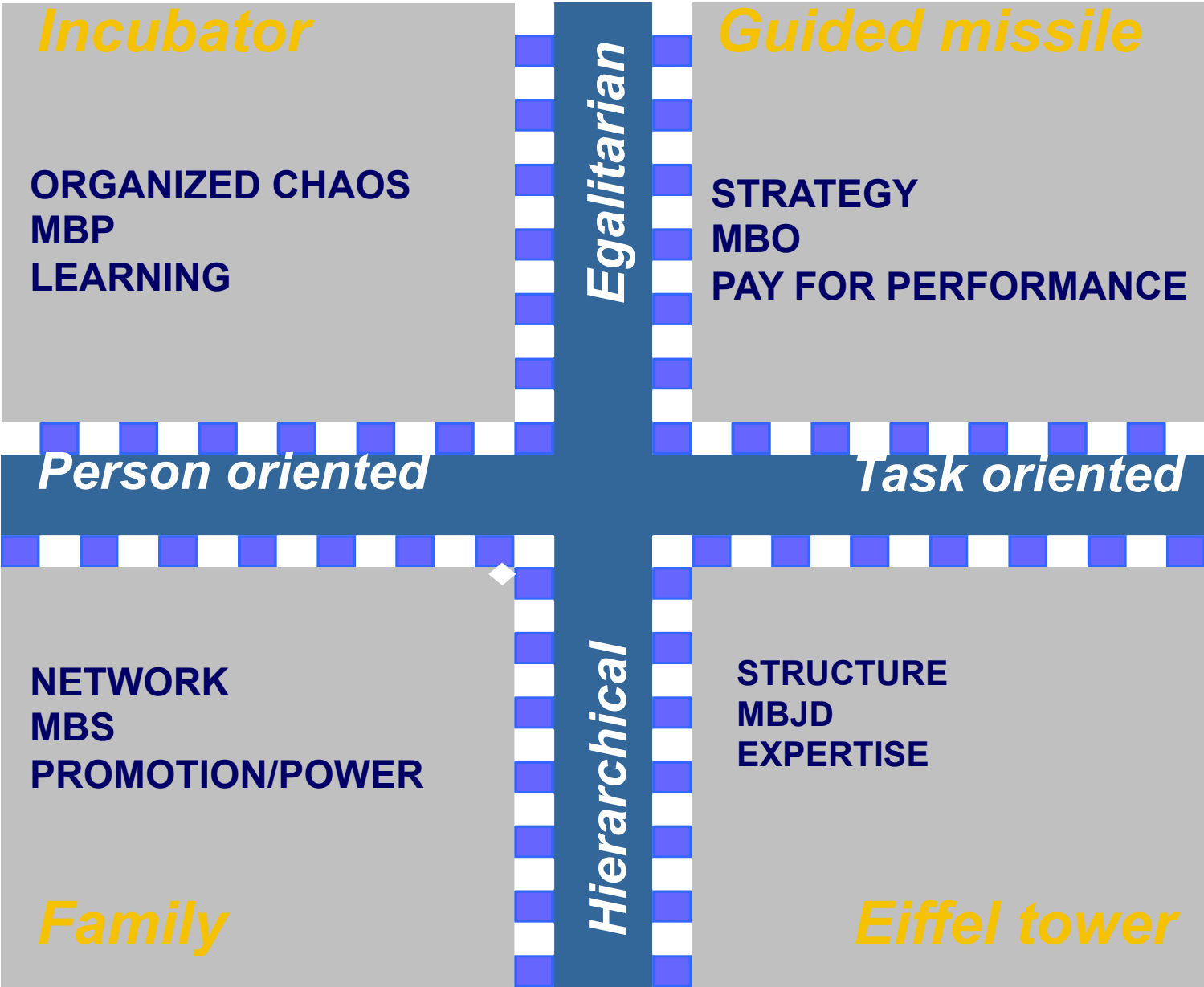
17.45 *Reflections* by **Ed Voerman**, Founding Director of Greenleaf Center for Servant-Leadership Europe,

18.00 Closure

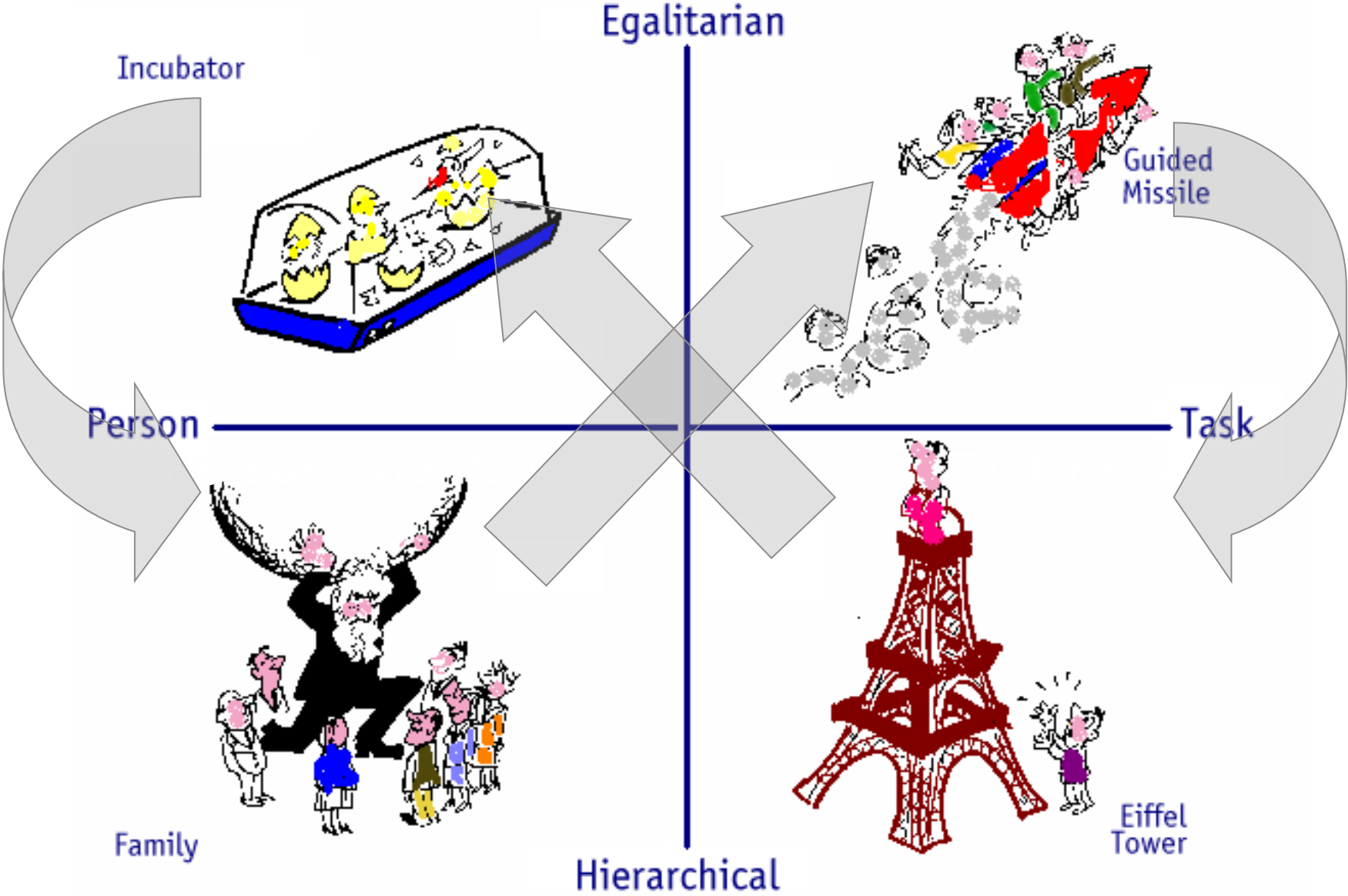
01/ This approach assumes three connected stages...



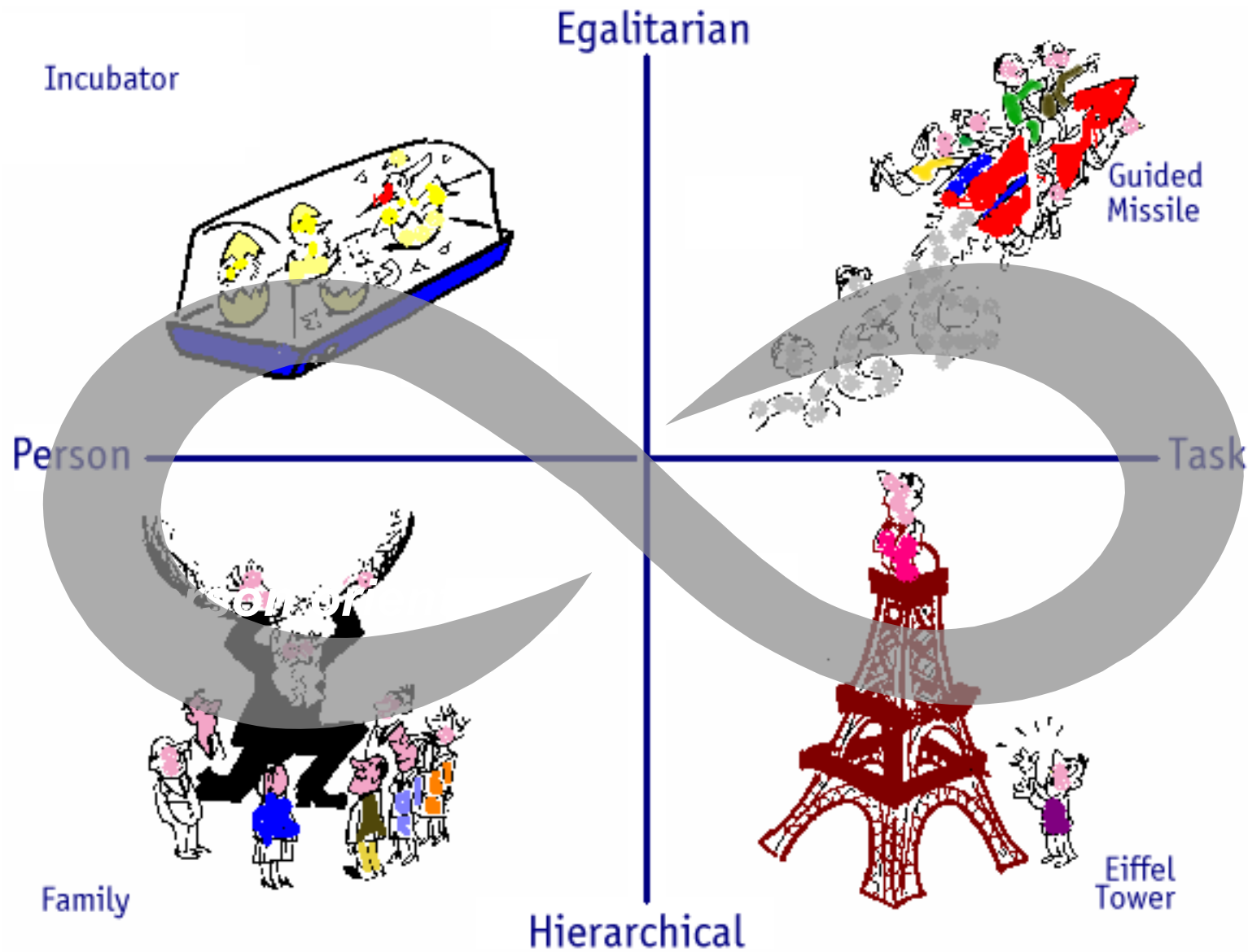
# 01/ Corporate Culture



# Four Corporate Cultures



# The infinity loop for innovation

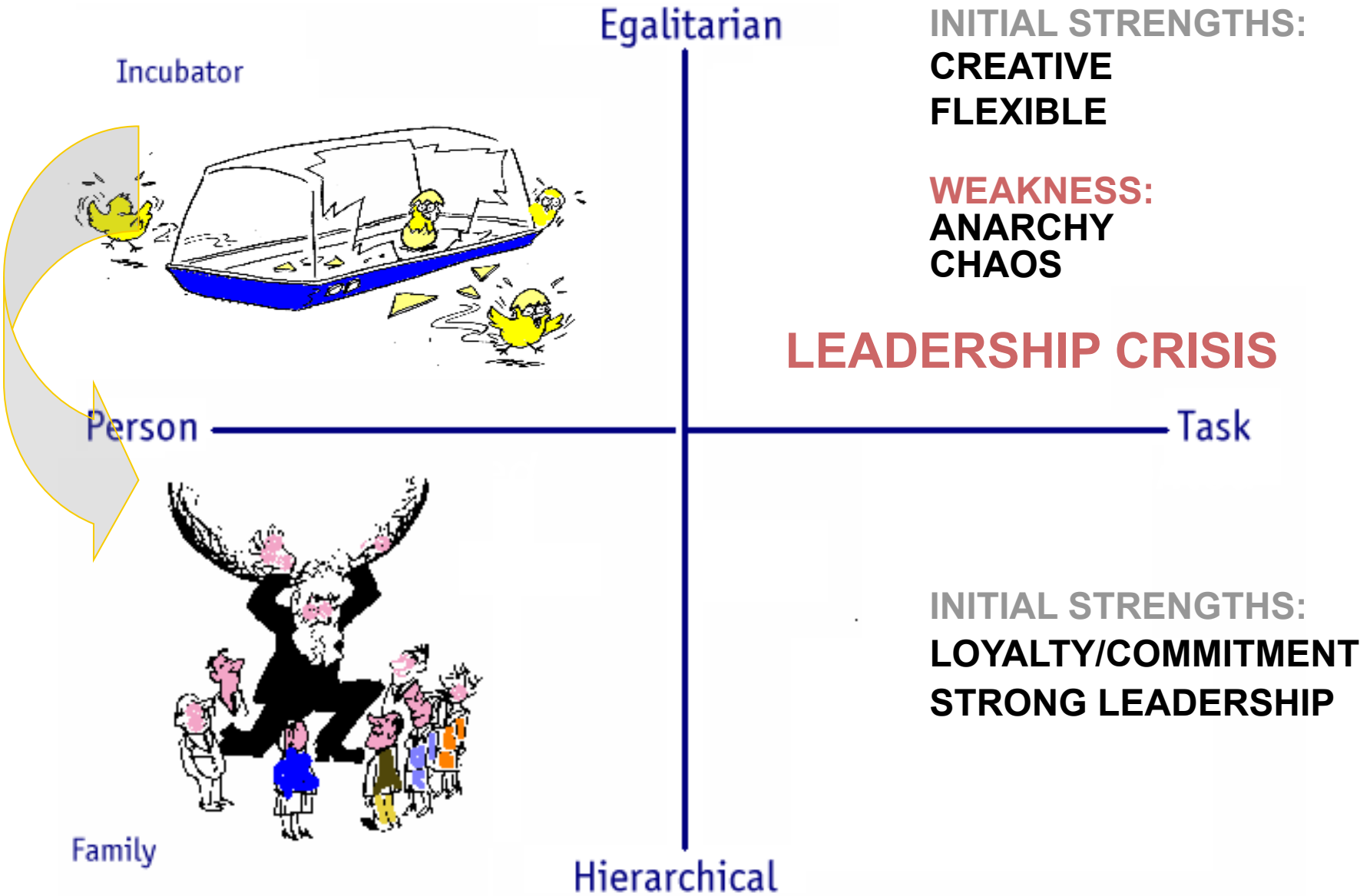




# From Invention to Intention



# From Invention to Intention





## 01/ Stage 1 Dilemmas

1. Leading participating employees **versus** respect for authority
2. Team spirit **versus** individual creativity
3. Effectiveness of teams **versus** creation of cultural knowledge about these teams

01

02

03

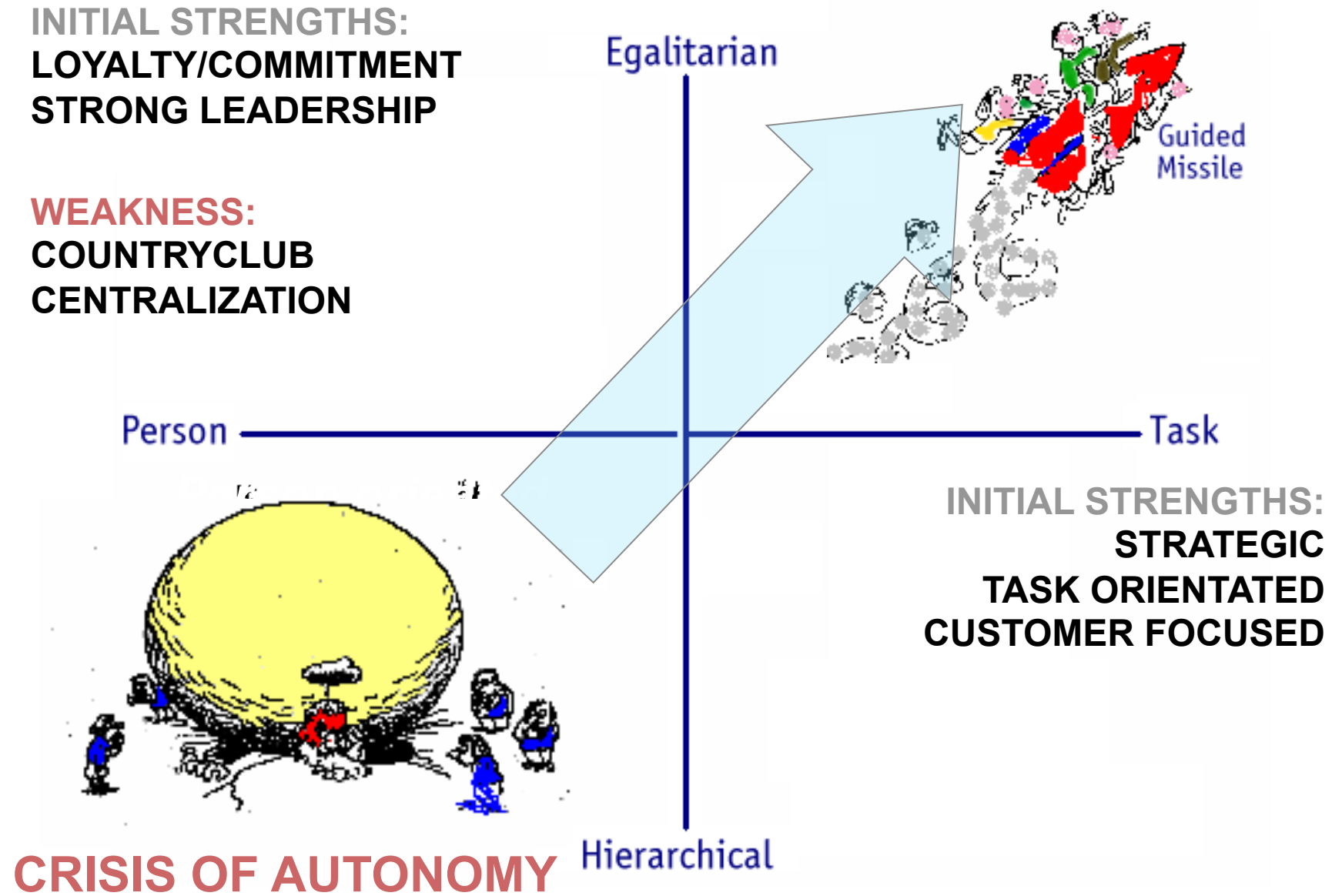
04

## From Intention to Invasion

# From Intention to Invasion

**INITIAL STRENGTHS:**  
**LOYALTY/COMMITMENT**  
**STRONG LEADERSHIP**

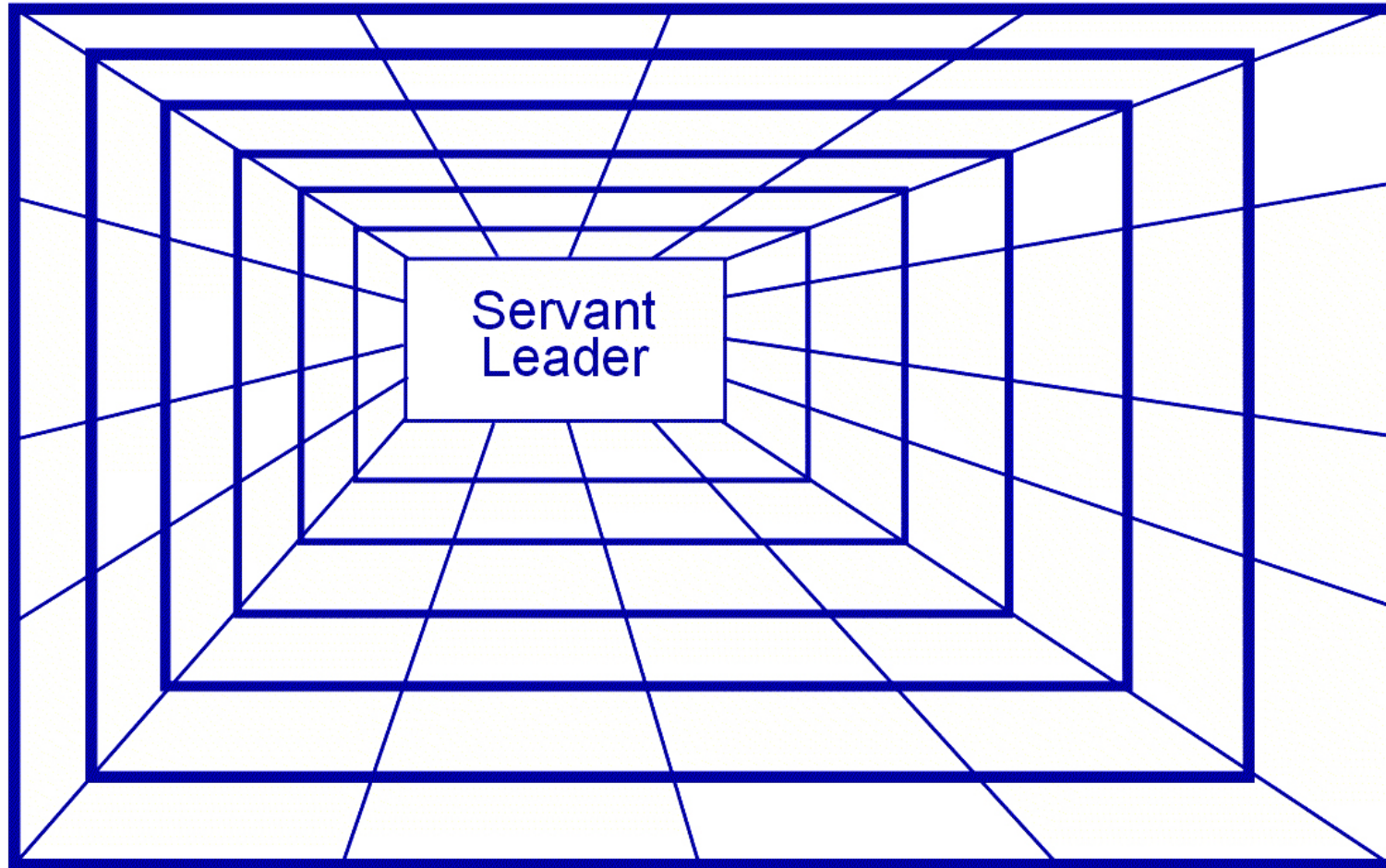
**WEAKNESS:**  
**COUNTRYCLUB**  
**CENTRALIZATION**



## Stage 2 Dilemmas

1. Lord, servant, or servant leader?
2. How do we centralise lessons reaching us from decentralised locations?
3. Concern with process versus concern with people

# Servant of Leader ?



01

02

03

04

## From Invasion to Implementation

# From Invasion to Implementation

INITIAL STRENGTHS:  
STRATEGIC  
CUSTOMER FOCUSED

WEAKNESS:  
SWEATSHOP  
SHORT TERMISM

Person

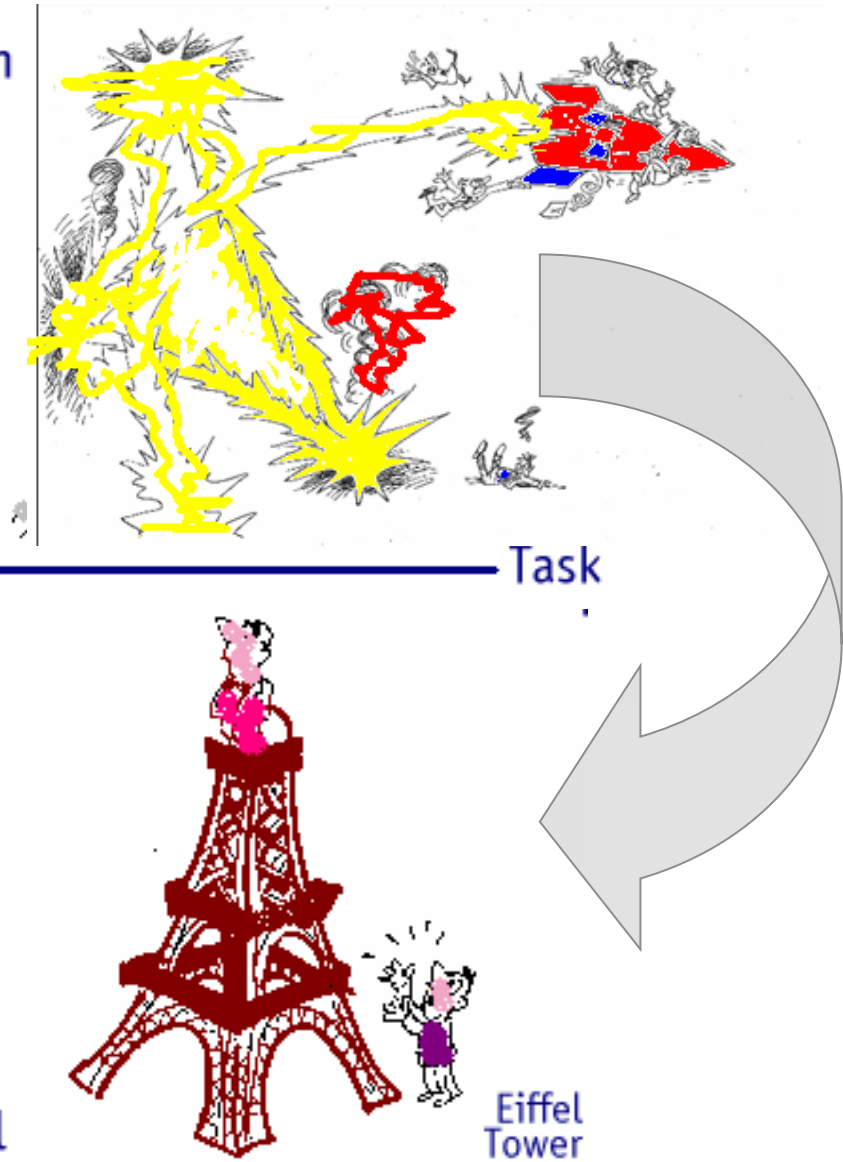
Task

**CRISIS OF CONTROL**

INITIAL STRENGTHS:  
EFFICIENT  
STRUCTURED

Egalitarian

Hierarchical



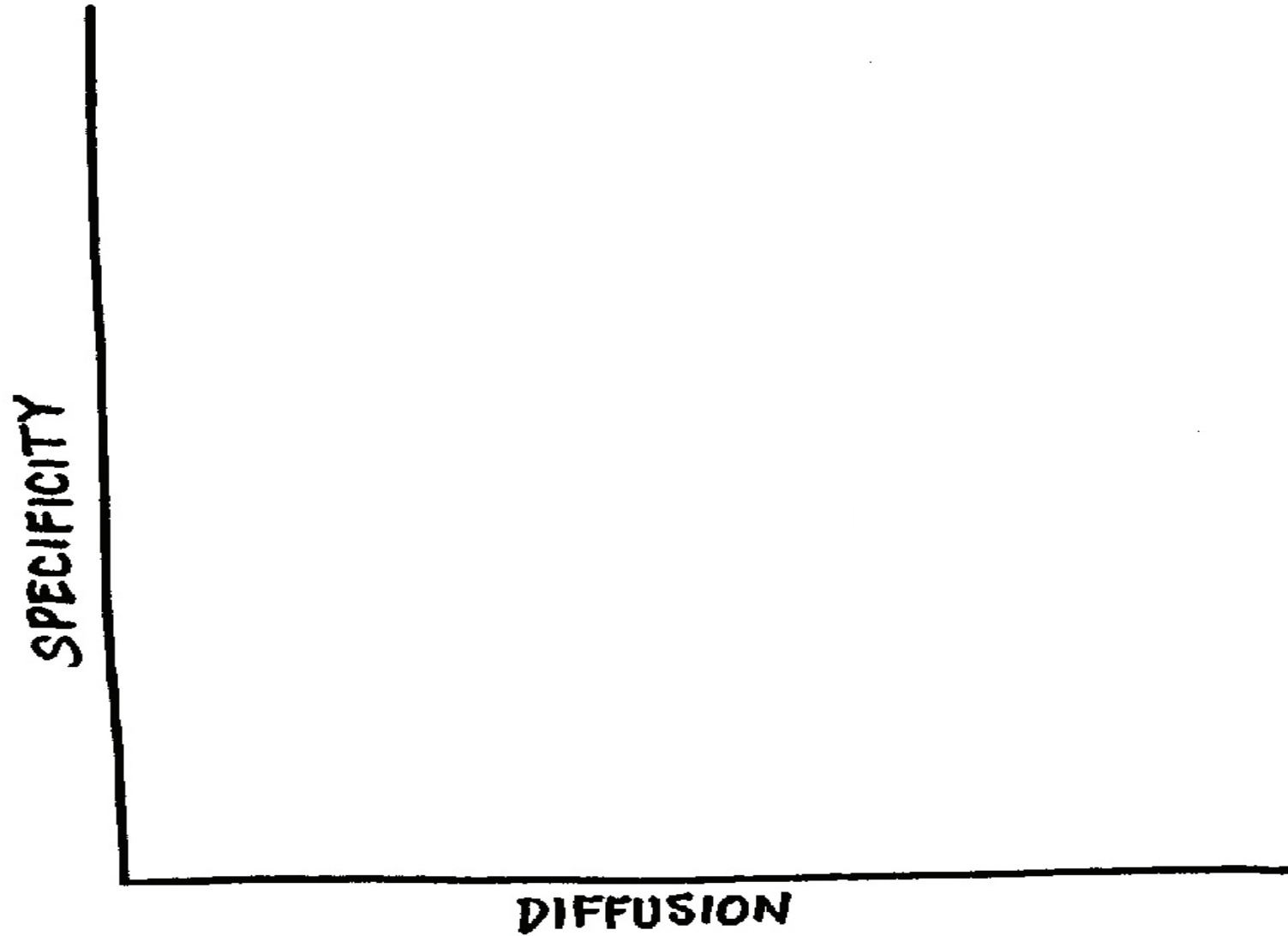
Eiffel Tower

## Stage 3 Dilemmas

1. Shareholder Value versus Long Term Sustainability?
2. Meeting tough standards versus developing rapport
3. Focus on external customers versus focus on internal processes



# Report ----- Rapport (Deborah Tannen)



## Stage 3 Dilemmas

1. Shareholder Value versus Long Term Sustainability?
2. Meeting tough standards versus developing rapport
3. Focus on external customers versus focus on internal processes

01

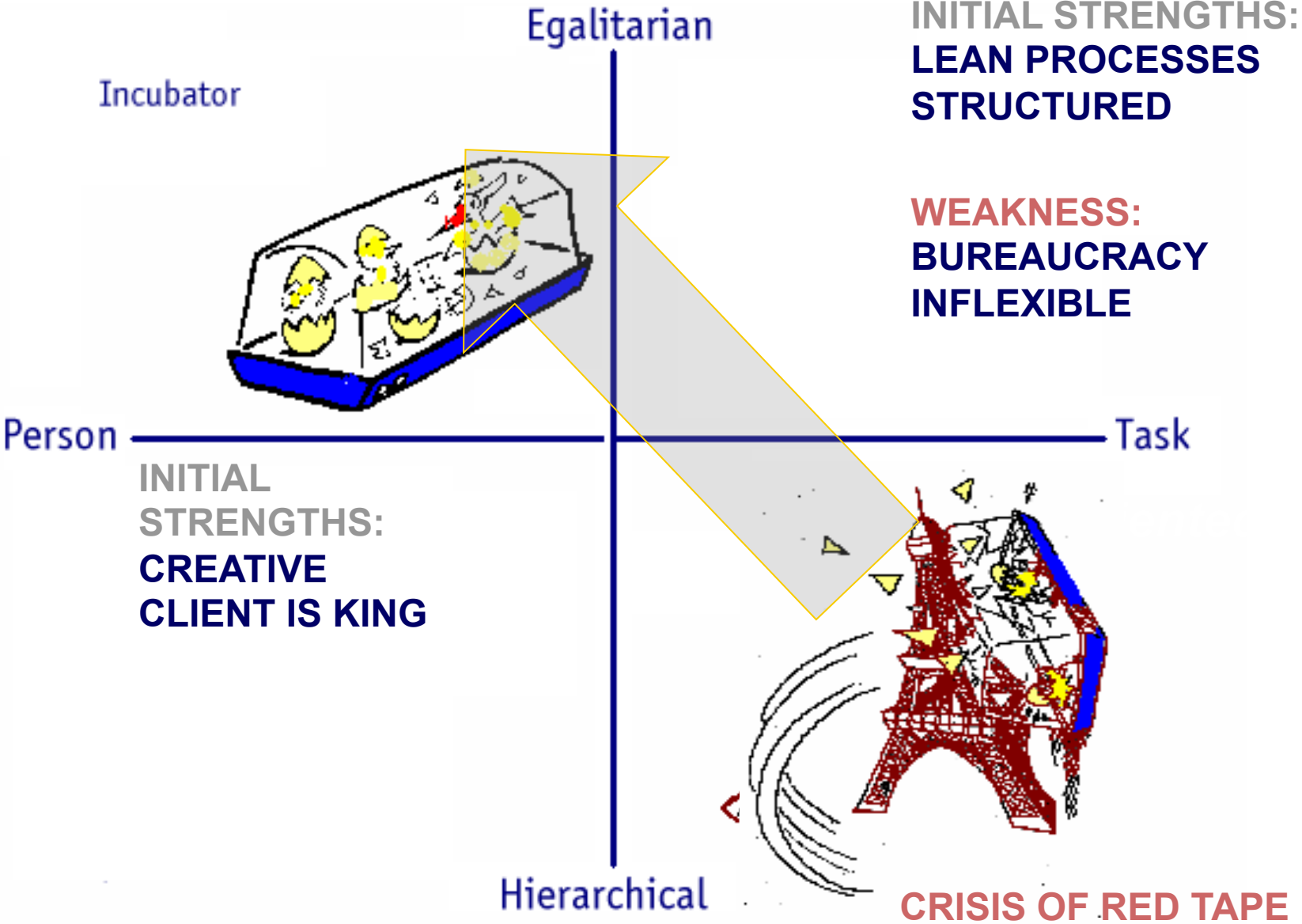
02

03

04

## From Implementation to Innovation

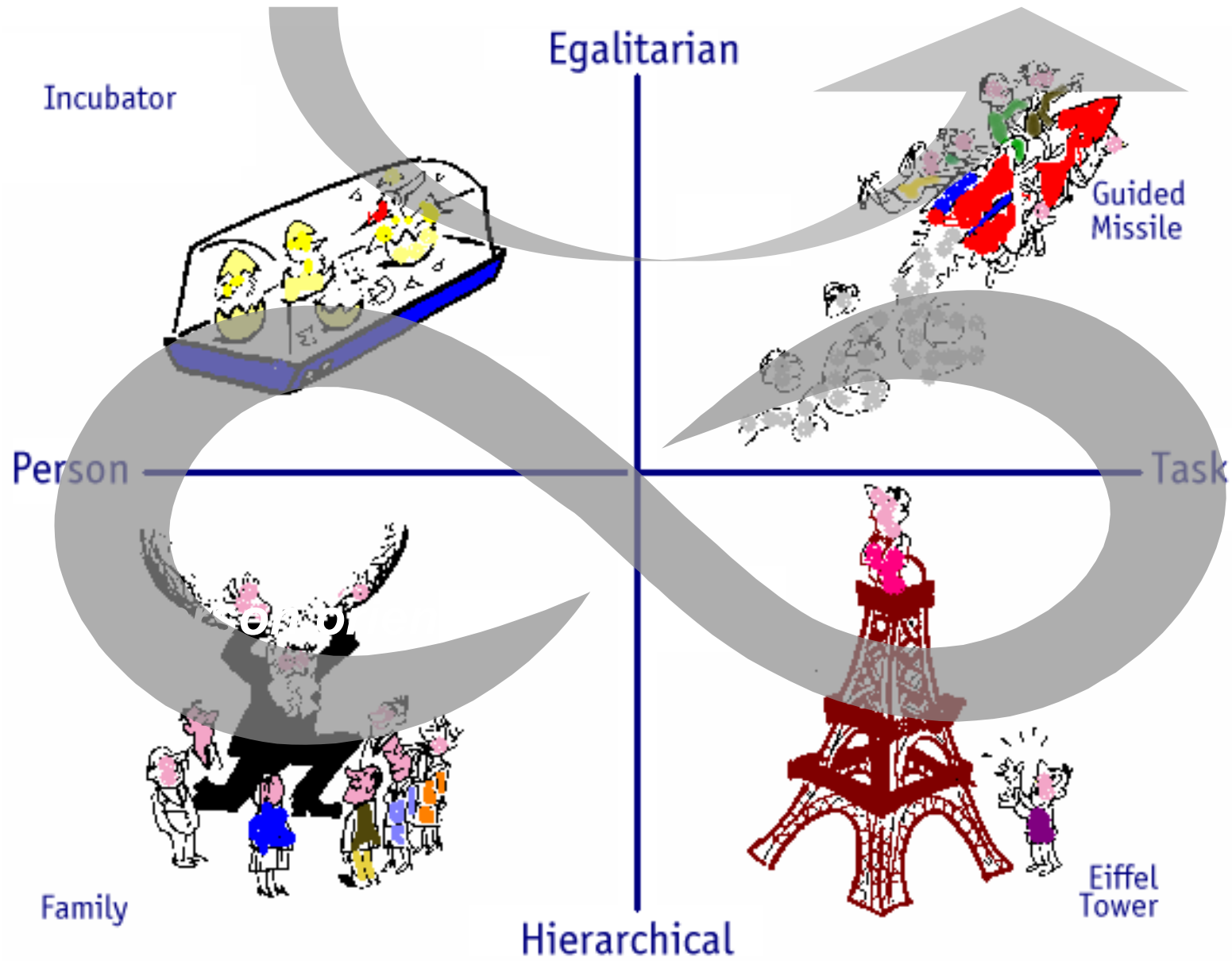
# From Implementation to Innovation



## Stage 4 Dilemmas

1. Authority of sponsor versus empowered teams
2. Inner directed versus outer directed leadership
3. Should we strive to be right first time, or make errors and correct them quickly?
4. Standardization versus Customization?

# Exnovation!





## Stage 5 Dilemmas

1. Internal versus external innovations
2. Investing in R&D efforts versus co-operating with rival companies
3. Hi-tech versus 'hi-touch' in virtual teams
4. Systemic versus modular innovation



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**Thank you!**