



Research on leadership

- Research on history of leadership and management
 - with a focus on period 1970-2010
 - and on government, politics and business
- Based on interviews with leaders and literature study
- Case studies of change operations at large organizations (Philips' Centurion, Akzo Nobel introduction of bu/ logo, NPM and privatization at Ministries, redefining of political parties)
- Central questions:
 - What kind of leadership models can we distinguish?
 - How can we explain leadership changes?
 - What can we learn from it and how can history be used by?
- Conclusion: every time asks for its own leadership/ management model

Interviewees

Business

- W. Dekker (CEO Philips 1982-1986)
- A.A. Loudon (CEO Akzo Nobel 1982-1994)
- C. van der Hoeven (CEO Ahold 1993-2003)
- R. Groenink (CEO ABN Amro 2000-2007)
- J. van der Veer (CEO Shell 2004-2009)
- C. van der Klugt en J. Timmer (CEO's Philips 1986-1996)

Politics

- R. Lubbers (Premier 1982-1994)
- E. Brinkman (Minister, partyleader 1982-1994)
- F. Rottenberg (chairman PvdA 1992-1997)
- A. Jorritsma (Minister, 1994-2002, mayor Almere 2003-)

Government

- W. Lemstra (SG 1981-1991)
- A. Docters van Leeuwen (Director BVD, chairman Procureurs-Generaal 1988-1998)
- E. Nordholt (Head Chief Police Amsterdam 1987-1997)
- R. Pans (SG 1998-2002)
- J. Thunnissen (DG Taxes 2000-2008)

Historical awareness and servant leadership

- Research not exclusively on servant leadership
- Values of servant leadership: 1. Listening, 2. Empathy, 3. Healing, 4. Awareness, 5. Persuasion, 6. Conceptualization, 7. Foresight, 8. Stewardship, 9. Commitment to the growth of people, 10. Building community (see <http://www.greenteaf.org/whatiss/>)
- Focus on (historical) Awareness = difference, context, change/ process(es). NOT: similarity, narrow-mindedness, nostalgia/ progress. (see John Tosh, *The Pursuit of History*, ch 1)
- One of the dilemmas of servant leadership: 'short term versus long term' (See *Servant-leadership across cultures* of Fons Trompenaars and Ed Voerman, Capstone, 2009, Part II, pp. 45-160)
- First we will focus on changes in leadership, second on management models

I. Crisis in leadership or Changing times, changing leadership?

Trends 1970-2010

1. The rise of the Manager
2. The rise of celebrity leader
3. The fall of the Manager
4. The rise of the moral and servant leader
5. The professionalhype

1. The rise of the Manager: contextual change

- Economic decline 1970s (unemployment, strikes etc)
- Cabinet Den Uyl, most leftwing cabinet (1973-1977)
- Many conflicts between politics and business: end of Keynes consensus.
- Polarization + political crises 1977-1982
- Change 1982: Leaders of unions (Wim Kok) and employees (Chris van Veen) make agreement

Boom inni

The rise of the manager (2): Appreciation for the new managers in politics, government and business

Minister Eco Brinkman: Introduction of new business concepts in government

Architect of 1982: 'manager' Ruud Lubbers (PM 1982-1994)

Wisse Dekker (CEO Philips) receives prize Manager of the Year 1984: Close cooperation between politics and business

Boom inni

The success and superiority of the Manager

Jan Timmer (CEO Philips) starts operation Centurion:

- Technical innovation is nice, but what matters is profit
- Redundancies 55.000 employees were fired
- Core/ none-core (Pralhad): sell of divisions
- But: close eye on the unique history of Philips

Aarnout Loudon (CEO Akzo)

- Merger of Akzo and Nobel
- Break power of the management of divisions
- Introduction of business Unit structure
- But: eye for creating new corporate identity: logo

Boom inni

2. The rise of celebrity leaders

- Leading an organization by using media
- More public attention: share holders, journalists, analysts, citizens and customers
- Rise of 'prizes'

Boom inni

3. The fall of the publicly known managers

- After 2000:
 - Fall of poldermanager Wim Kok
 - Fall of business leaders
 - Manager becomes 'loser'

Maar dergelijke boeken bevreemden de heersende wraakgevoelens uiteindelijk niet – daarvoor zijn de maatschappelijke kosten van de fiasco's te hoog. Wel bieden ze leedvermaak en ook troost. Nederland mag dan een maïveld zijn, ook daarboven lopen 'losers' rond.

HUBERTSMEETS

Boom inni

The fall of the manager (2): contextual change

- Economic crises (internet bubble)
- Political crisis (Fortuyn)
- Many scandals; accounting fraud

Boom

4. The rise of the moral and servant leader



Jeroen van der Veer (CEO Shell); 'humble', 'sober' etc.
 - don't lie about oil reserves
 - Externally: express problems
 - Internally: stop doing expensive things

PM J.P. Balkenende (2002-2010)
 - Norms and values
 - sobriety

New p

Boom innl

5. The professional as the new hero

- Closely related to the fall of the manager and the rise of moral leader
- Pim Fortuyn and PvdA-program: the "manager" is the problems
- The new hero: "the professional" =
 - expert/ specialists (not general manager)
 - Lives for organization (not for its own fame/ career)
 - Less expensive/ more efficient than managers

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Understanding and being a good leadership means

- Essential is having historical awareness (essential values of servant leadership):
- Eye for differences: there are different forms of organizations and political/ economical contexts
- Eye for context: what is happening outside the organization
- Eye for change: there is not on ideal type of leadership, be open for change/ expect change

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