



# **Servant-Leadership:** higher educational needs and challenges in a global perspective



**Fons Trompenaars and Sylvia van de Bunt**

22 November 2010

# Agenda 22 November

- 9.00 Welcome by chairpersons.
- 9.10 Opening by **Prof. dr Fons Trompenaars** co-director SLCRE.
- 9.30 Official opening of the Servant-Leadership Centre for Research and Education (SLCRE) by **René Smit** chair Executive Board VU.
- 9.40 Ethics and integrity of governance, by **Prof. Leo Huberts**, professor in Public Administration, Faculty of Social Sciences, VU.
- 10.00 Workshops.
- 11.10 *Coffee and Tea Break*
- 11.30 Meeting of minds and generations: how to educate the servant-leaders of tomorrow? Panel discussion with a kick-off by **Sabirul Islam** ('The World at Your Feet', young Mosaic Entrepreneur 2008, JCI Award 2010) and an elevator pitch introduction of each of the panel members **Elmer Mulder** (chairman Board VU Medical Centre), **Ed Voerman** (chairman Greenleaf Center for Servant-Leadership Europe), **Mirjam Roelink & Femke Polderman** (FEWEB Master students) and **Prof. dr David Weir** (Liverpool Hope University).
- 12.50 Closure.



# **THE QUEST FOR A NEW PARADIGM OF INTERNATIONAL LEADERSHIP**

# New Integrated view on Leadership Competence

Whereas Managers make decisions *on issues*,  
high performing leaders and international  
managers continually *reconcile dilemmas*

Transcultural Competence = the propensity to  
reconcile seemingly opposing values



## Leaders recognize, respect and reconcile differences

***“Outstanding Leaders sense the dilemmas facing their organizations and their industries before their competitors and tend to find solutions more quickly”.***

***“The more formidable the dilemma,  
the greater the gain from resolving it first!”***

***Charles Hampden-Turner***



# Approaching Dilemmas: *Navigating Strategic Tensions*

To Create Wealth is  
to combine Values that are not easily joined.....  
Therefore scarce...  
Therefore profitable.....



# Special focus of this symposium

- Help increase the awareness, interest and understanding of ‘servant-leadership; higher educational needs and challenges in a global perspective’, in theory and in practice
- Generate an appreciation for the importance of this approach, particularly in the 21st C world of business and academia
- Compare the current SL theories and characteristics of this age old approach in different contexts
- Generate research interest in the relevance of this approach in the corporate and non-corporate world
- Encourage a dialogue between FEWEB Master students, and SL professionals in the (business) world.



# Core Proposition

*“Servant-leaders have the propensity and competence to help organizations and its teams reconcile dilemmas for better performance”*

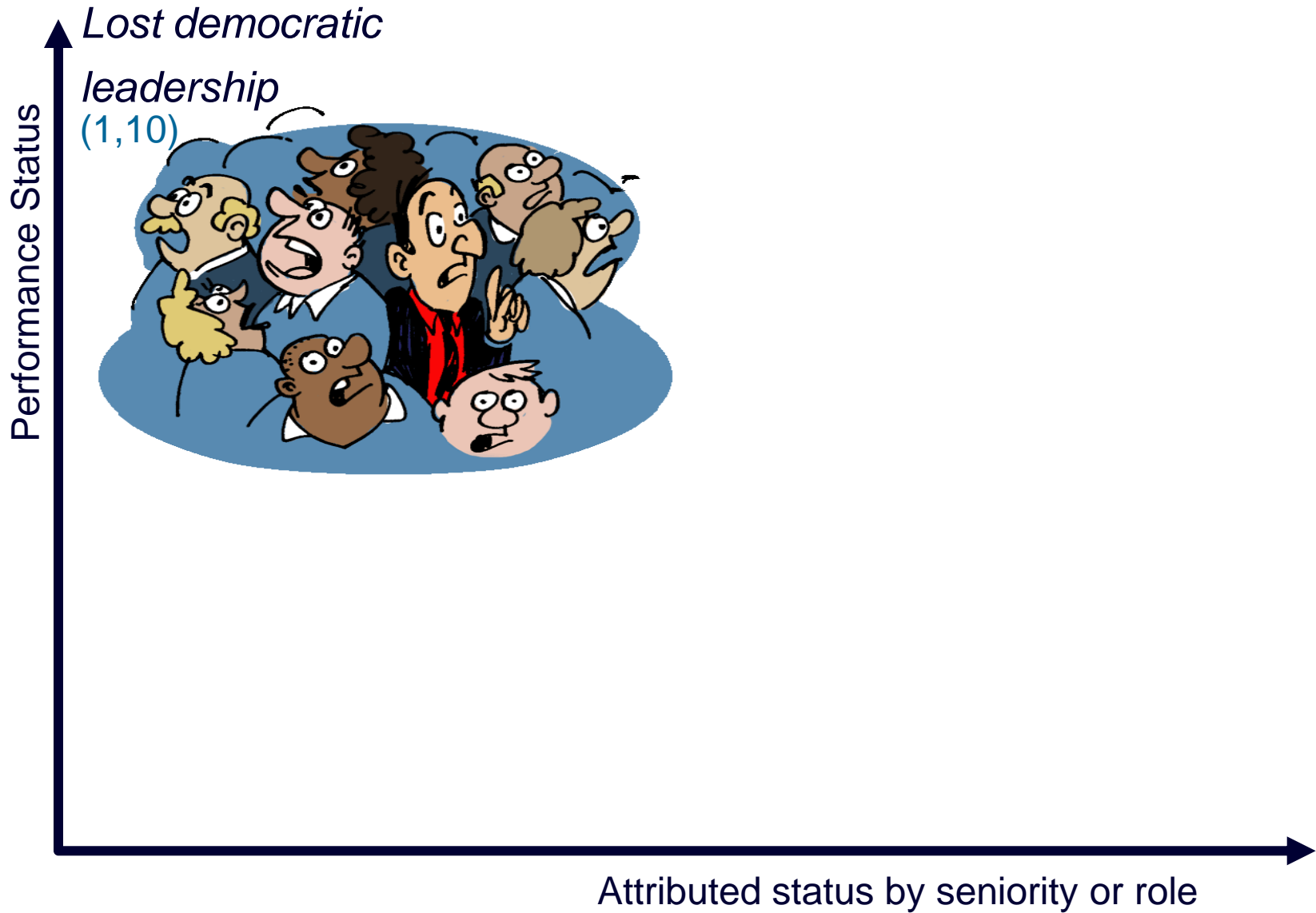


# Servant-Leaders

- Make better rules out of exceptions
- Discriminate positively through achievements
- Reduce Costs through Developing people
- Connect Inner with Outer Worlds
- Innovate through Discipline
- Synchronize Sequences
- And lead by serving



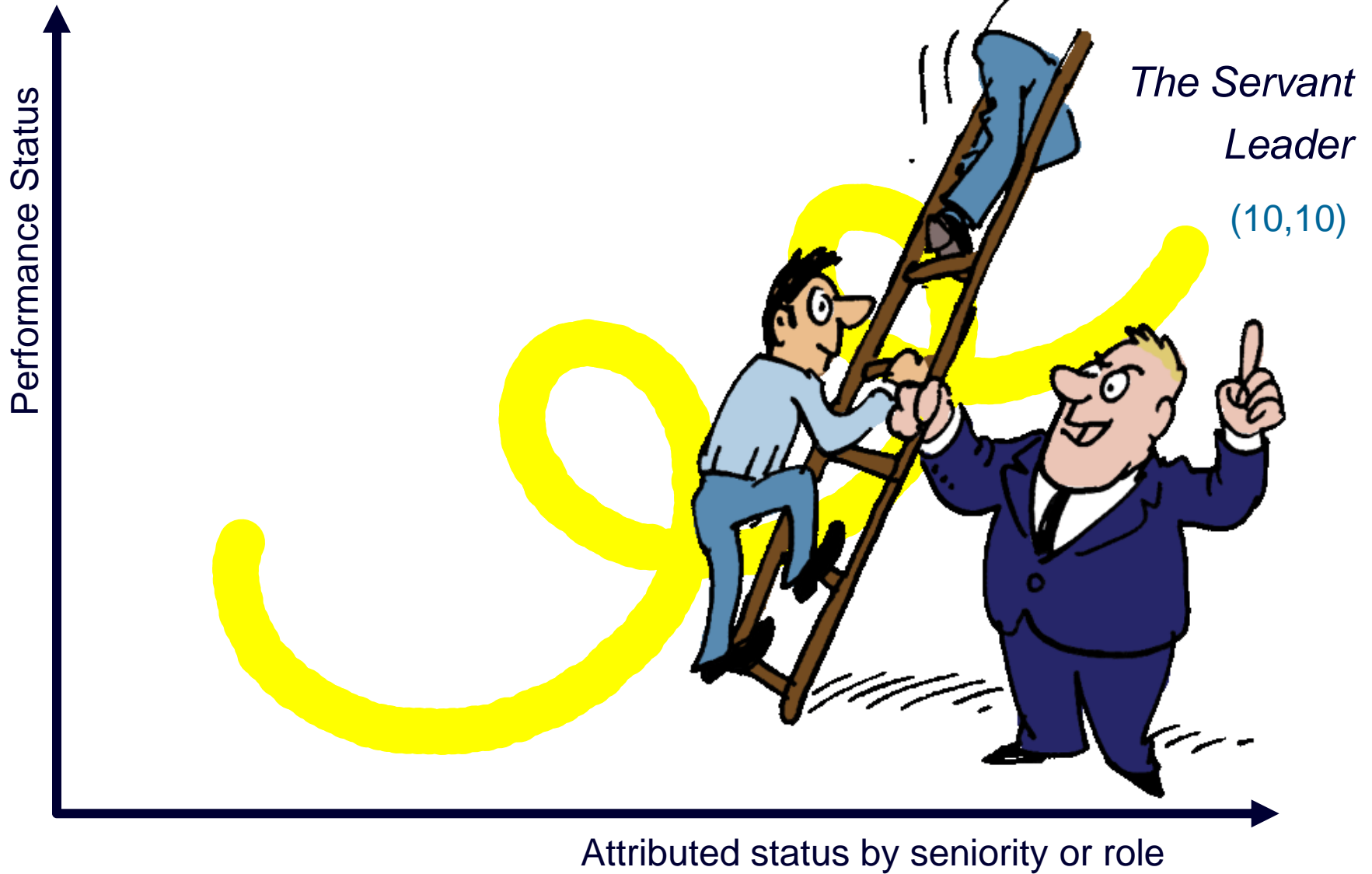
# Achievement versus Ascription



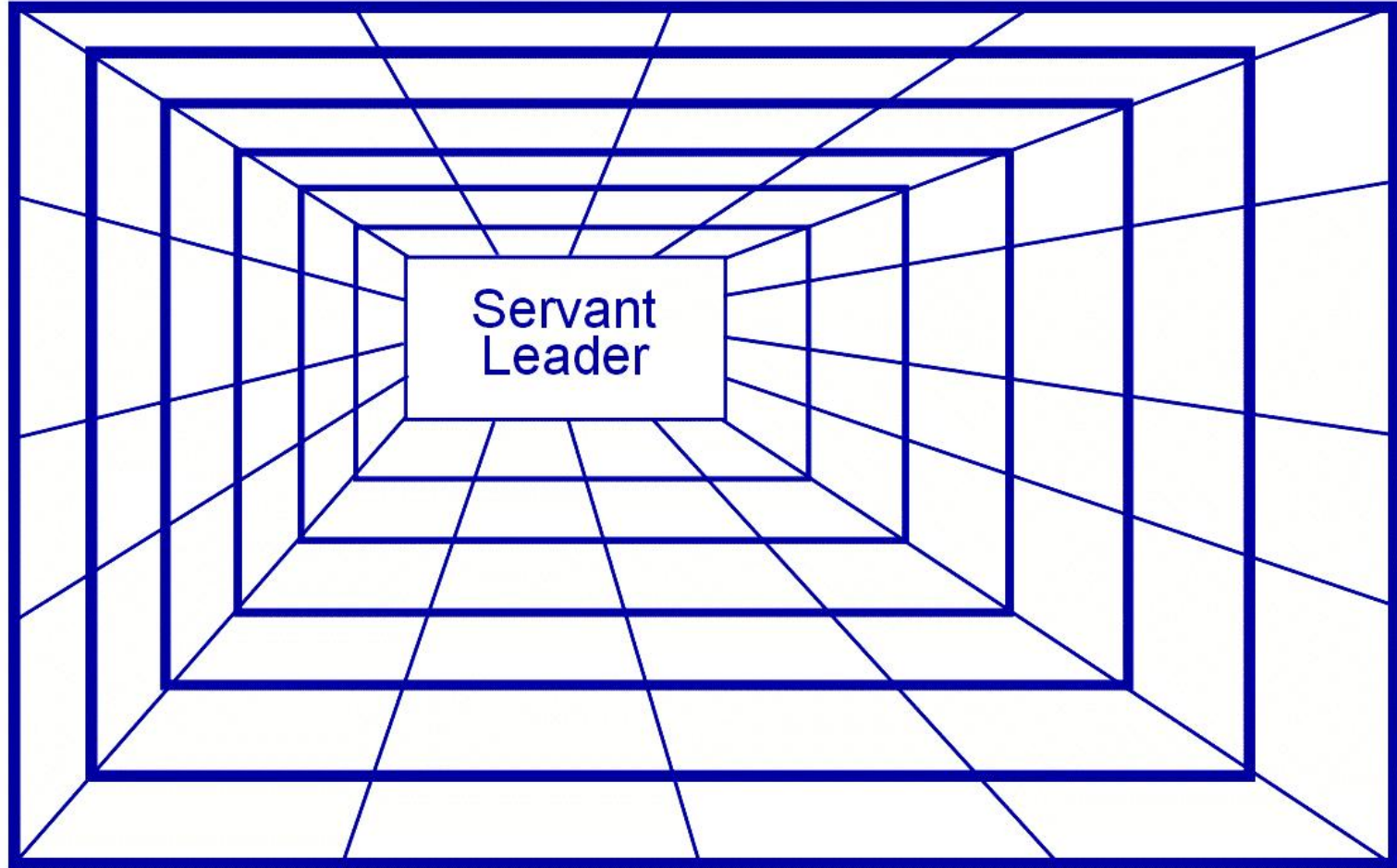
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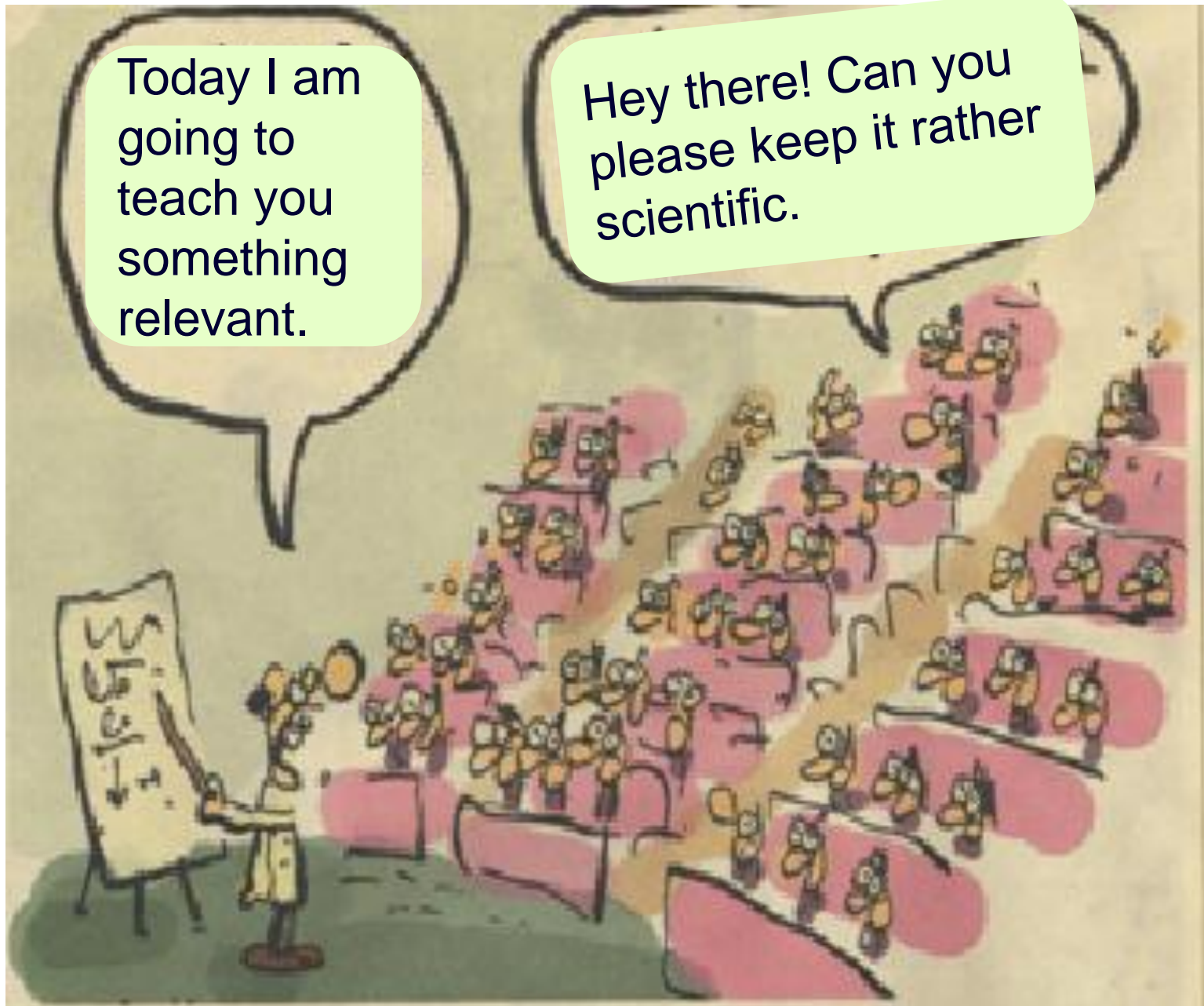
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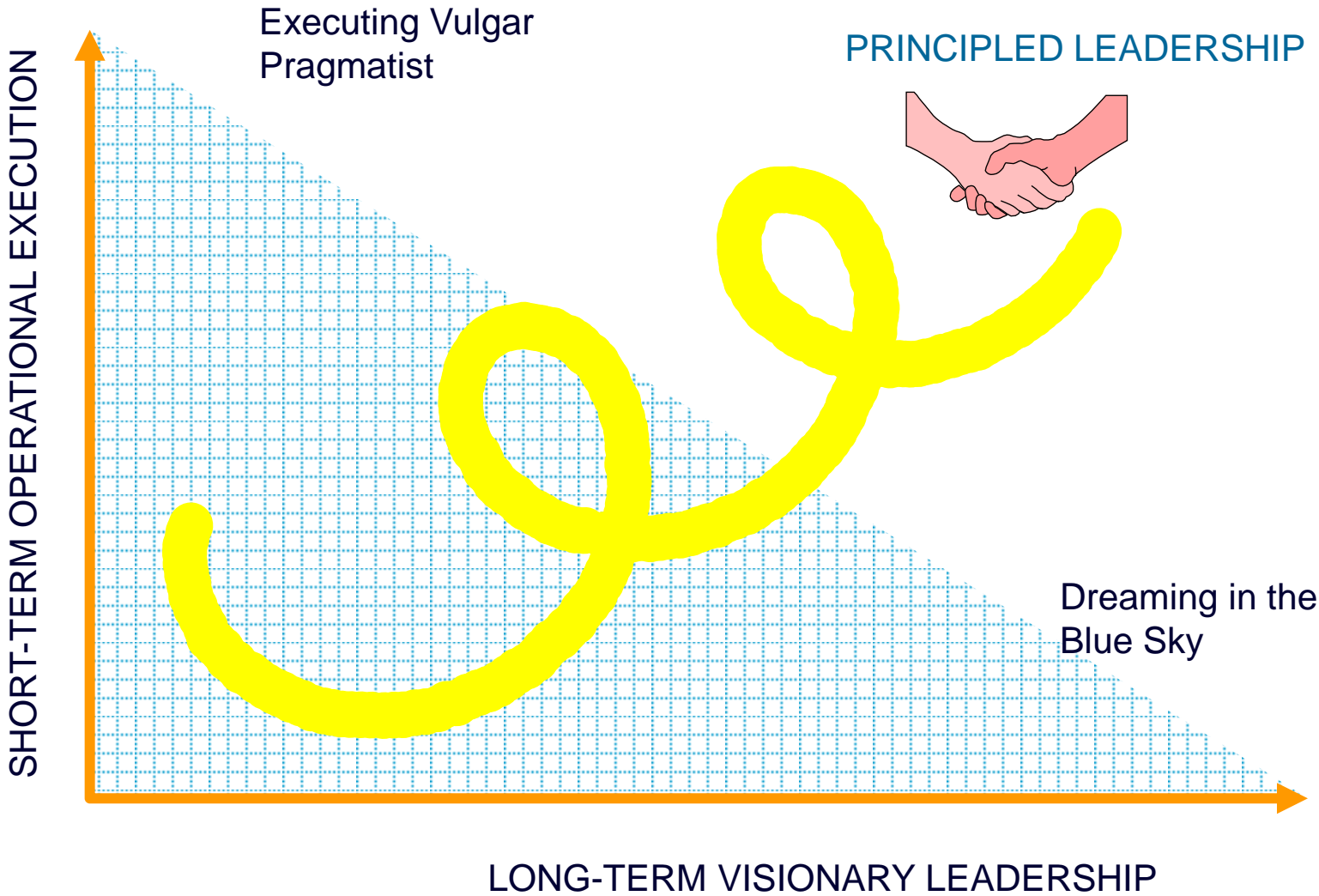
# Servant or Leader ?



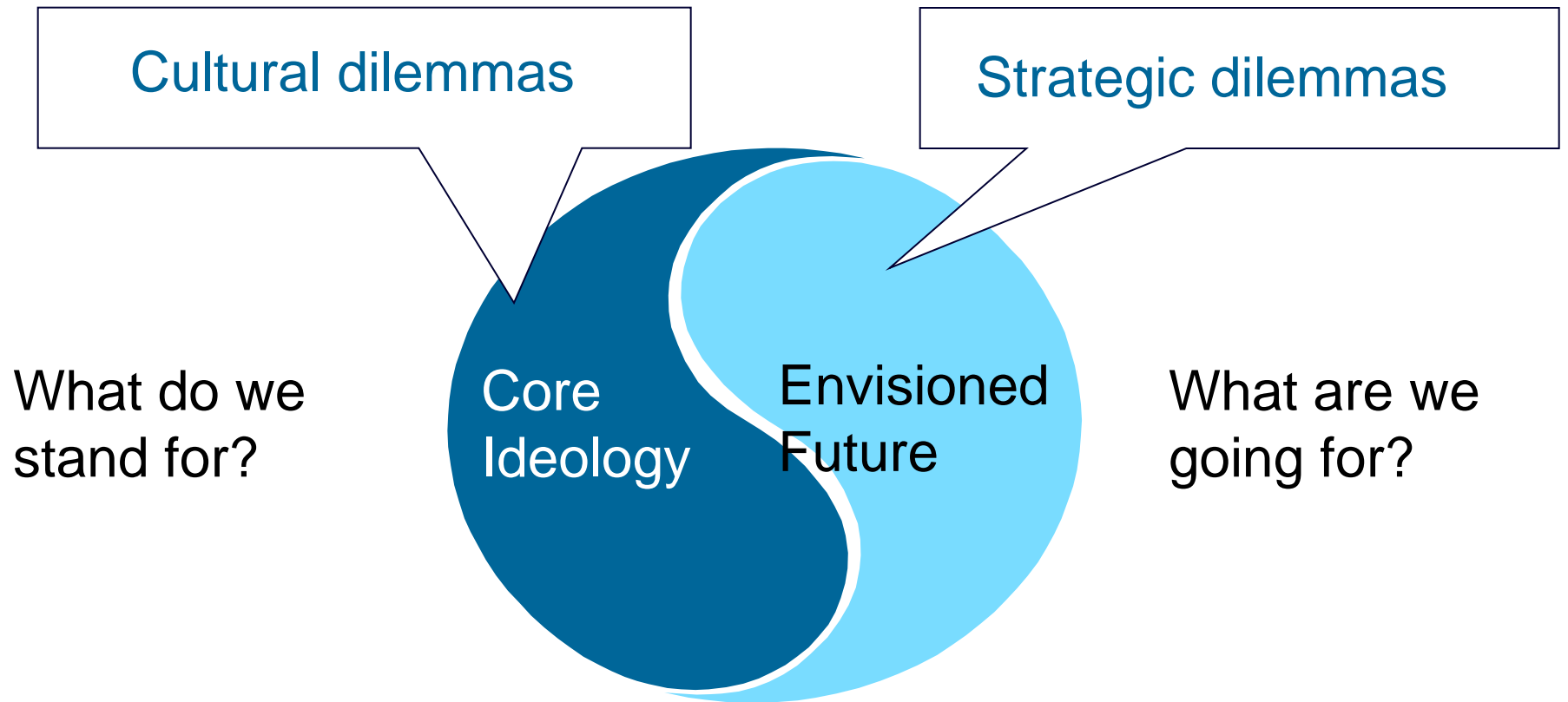
# Fusing Theory and Practice



# Executing through Vision



# Building a Organizational vision



## Core Ideology

- Key Purpose (why we exist)
- Core Values (what we stand for)

## Envisioned Future

- 5-10 yr Big Hairy Audacious Goal
- A vivid description

Source: Collins & Porras

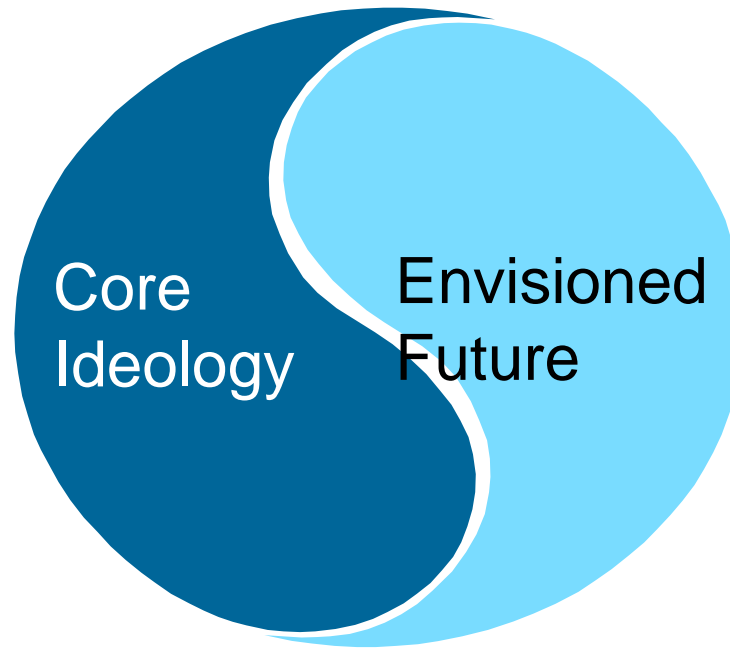




# Defining Big Hairy Audacious Goal *Or* Our Bold Mission

# Building a Organizational vision

What do we stand for?



What are we going for?

## Core Ideology

- Key Purpose (why we exist)
- Core Values (what we stand for)

## Envisioned Future

- 5-10 yr Big Hairy Audacious Goal
- A vivid description

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# Building the mission for

What are we going for?



Envisioned Future

Envisioned Future

- 5-10 yr Big Hairy Audacious Goal
- A vivid description

Source: Collins & Porras



# Big Hairy Audacious Goal

A BHAG demands extreme efforts, inspires people, and creates long-term team spirit

Collins & Porras talk about “Big Hairy Audacious Goals” (BHAGs)

Hamel & Prahalad talk about “Stretched Goals”



# Big Hairy Audacious Goal: keywords

- Essence, open and meaningful
- Focused research philosophy; dilemma- beyond linear thinking
- Bridging: theory with practice, education and research etc.
- 'Serving' function; reciprocity in research/education, giving back
- Connecting; via people, spirituality, dilemmas, etc.
- Recognized concept; evolution and dynamics of SL, evolving, not fixed
- Comparative: a movement of connectivity while bridging time (history), borders (international) and (e-)organizations (culture) and fields of interest
- (interdisciplinary)
- Applicable and significance in multicultural (e-)environments
- Exchange of experience - via research and education
- Generate energy: motivational, anti-cyclic, accelerator of innovation
- Quantify: to reach a quantifiable # of students/ organizations/sectors, universities, prizes for recognized s-leaders



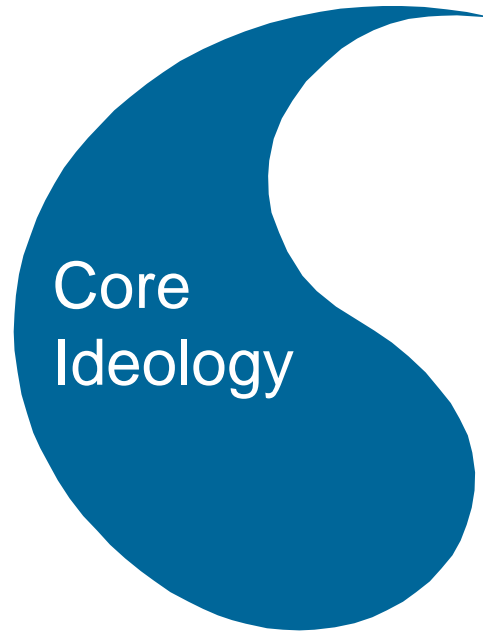
# SLCRE: Big Hairy Audacious Goal

**By the year 2015 we educate at least 50 future servant-leaders by enabling them to bridge practical applications out of state-of-the-art research**

# Building the Purpose

# Building a Organizational vision

What do we stand for?



## Core Ideology

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Source: Collins & Porras





# Higher goal, Purpose:

Why do we exist?



# SLCRE: Key Purpose

- Greenleaf's Second generation; 21st C talents, listening to their needs
- Exchange / develop new paradigm of leadership
- Give depth to SL; academia rooted in dialogue with the *hard side...*
- Growth of servant researchers and educationalists' talent
- Practical need; Kent Keith – acting in response to a need
- Values, motivation, perspective of social responsibility
- Provide inspiration connected with VU identity



## SLCRE: Key Purpose

To serve a future generation of leaders  
to practice the principles of SL  
through the development of a robust  
new paradigm of leadership  
that is effective in diverse environments

# Stichting *Giving Back*

- Marcel van der Kooij, Directeur
- Mary Tupan, Bestuurslid



# Stichting *Giving Back*

- Giving Back creëert kansen Weten wat je wilt met je leven, en het ook nog kunnen waarmaken. Kennis, vaardigheden, zelfvertrouwen. De steun van een waardevol netwerk. Aan het eind van het programma hebben de speciaal geselecteerde scholieren van de stichting Giving Back het allemaal in hun rugzak.
- Giving Back wil jonge, bewezen talentvolle mensen de extra bagage aanreiken die cruciaal is voor het kunnen bereiken van een succesvolle maatschappelijke positie. De stichting begeleidt getalenteerde scholieren (HAVO/VWO) tussen vijftien en achttien jaar en studenten aan universiteiten en hoge scholen, van wie het carrièreperspectief niet aansluit bij hun mogelijkheden.
- Ze worden geselecteerd op basis van hun goede prestaties en motivatie. Hoewel aan ambities en talenten geen gebrek beschikken ze over onvoldoende bagage om tot een succesvolle carrière binnen de Nederlandse samenleving te komen. Giving Back biedt deze high potentials niet alleen de benodigde knowhow, maar ook het sociale netwerk dat nodig is voor een geslaagde studiekeuze en loopbaan.



# Workshops

**WORKSHOP 1 (Room 05A11):** *Good educational practice case: Servant Leadership Academy* - **Claudia Geene**, Director Servant Leadership Academy (presentation in Dutch).

**WORKSHOP II (Room 10A10):** *Multidimensional Measure of Servant- Leadership in academic research* - **dr Inge Nuijten**, Assistant Professor in Organizational Psychology Rijksuniversiteit Groningen, or **dr Dirk van Dierendonck**, Associate Professor of Organization, Rotterdam School of Management, Erasmus University Rotterdam.

**WORKSHOP III (Room Aurora):** *Servant-leadership and Administrative Justice in a Multicultural Society* - **Prof. dr David Weir**, professor of Intercultural Management, Head of Business School, Liverpool Hope University and best paper Award winner 2010 Academy of Management jointly with Mzamo and Zengie Mangaliso.

**WORKSHOP IV (Room 15A02):** *Servant-leadership in the medical world FEWEB* Master students - **Nelleke ten Hove** and **Mirna Sivro**, Master research project at the VU Medical Centre (VUmc).

**WORKSHOP V (Room 01H50 Bellevue):** *Servant-leadership: an Afrocentric principle?* - **dr Henk van den Heuvel**, Senior Advisor Management and Organisation, Centre for International Cooperation, VU.

**WORKSHOP VI (Room Stoa):** *Good practice case: Voerman International* - **Ed Voerman**, former director of Voerman International, and member of the Board of Trustees of Greenleaf Foundation [www.greenleaf.org](http://www.greenleaf.org).



# 10 Principles of servant-leadership

What about its' complimentary value?

- |                                       |   |                            |
|---------------------------------------|---|----------------------------|
| 1. Listening                          | → | 1. Doing                   |
| 2. Empathy                            | → | 2. Detachment              |
| 3. Healing                            | → | 3. Vulnerabiltiy           |
| 4. Awareness of self                  | → | 4. Awareness of Others     |
| 5. Persuasion                         | → | 5. Power/Authority         |
| 6. Conceptualization                  | → | 6. Actualization           |
| 7. Foresight                          | → | 7. Hindsight               |
| 8. Stewardship                        | → | 8. Good use                |
| 9. Commitment to the Growth of People | → | 9. Increasing Productivity |
| 10. Building Community                | → | 10. Liberating Individuals |

Note the Hyphen

SERVANT-LEADERSHIP





# Serving - Leading

