

SERVANT-LEADERSHIP ACROSS GENERATIONS



SERVUS
Servant-Leadership Centre
for Research and Education



**Welcome to all
participants and speakers!**

SERVUS SYMPOSLIA SERIES

- 13 April 2010 SL across Cultures
- 22 Nov. 2010 SL across Education
- 2 May 2011 SL across Disciplines
- 3 Oct. 2011 SL across Cyberspace
- 26 April 2012 SL across History
- 24 Sept 2012 SL across the Orient
- 22 April 2013 SL across Communities
- 27 Sept 2013 SL across Generations
- Spring 2014: SL across Arts (p.m.)

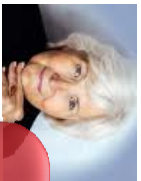
SOCIAL CURRENCY ACROSS GENERATIONS

Edgar Schein´s latest book
(2009, p.14)

“If all cultures are governed by the rules of equity and reciprocity that define how we value each other in our relations, then what are the social currencies that are exchanged? They are **love, attention, acknowledgment, acceptance, praise and help.**”



GENERATIONAL COHORTS: WITH WHOM DO YOU IDENTIFY?



Babyboom '40-'45

Context: progressive economy, industrialization/waves of immigration
Characteristics: respect for hierarchy, 'polderen', optimistic, buy-in is important

Veterans 1922-1943



Gen X '55-'70

Context: crisis years of the '80, mergers&acquisitions, unemployment
Characteristics: materialism, individuality, independence, work/lifebalance

Pragmatic Gen. '70 – '85

Context: A period without major fear, the rise of ICT, globalization
Characteristics: everything is possible attitude, selfassured, unlimited



Nexters '2000-

Gen Y 1985- 2000
Context: growing terrorism, visual culture, growth of ICT influence, increasing employment
Characteristics: global citizens, here and now attitude



SERVANT-LEADERSHIP

At its simplest,
servant-leadership is driven
by the motivation of **enabling others**
to **work more effectively and successfully**.

SERVANT-LEADERSHIP

Some **future challenges** that leaders and leading organizations will face **in helping employees from all generations to develop...**

CHALLENGES FOR THE ORGANIZATION

Keeping a relentlessly pro-active focus on three questions:



BRAINS

1. Do we still have a compelling mission, vision and differentiated **strategy** that all our people fully understand and accept?



BONES

2. Do we have the right people, processes and organizational **structure** to achieve our aspirations?



NERVES

3. Do we have an organization-wide **culture** that helps us grow profitably and ethically?

CHALLENGES IN CAREER DEVELOPMENT



Characteristic	Baby Boomers	Generation X	Generation Y
Birth Year	1945-1961	1962-1978	1978-1994
Focuses on	control	commodity	experiences
Base	positioning	unique skills	connecting
Work is..	an exiting adventure	a difficult challenge	recreation
Career	central focus	necessity	constantly changing
Change	resistance	acceptance	on going process
Technology	negative	comfortable	practice
Money	important, you need to earn	not most important	give it to me

PROGRAM OVERVIEW

- 13.00 Registration-desk
- 13.30 Opening: by **prof. dr. Harmen Verbruggen**, Dean Faculty of Economics and Business Administration, Vrije Universiteit Amsterdam.
- 13.40 Introduction: by **prof. dr. Fons Trompenaars** and **dr. Sylvia van de Bunt-Kokhuis**.
- 14.15 Keynote: Seniors and the joy of lifelong learning, by **Carolien van Bergen**, Director Higher Education for Seniors (HOVO), Vrije Universiteit Amsterdam.
- 14.45 Transfer to workshop rooms.

SYMPOSIUM WORKSHOPS - 15.00

WORKSHOP 1 (Room 7A-11):

Servant-Leadership dilemmas in a start-up company with young employees, with Floor Slagter

WORKSHOP II (Room 7A-12): *Effects of age on job crafting: motivations and behaviors of younger and older employees for job crafting, with Sabrina El Baroudi,*

WORKSHOP III (Room 8A-13): *Serving the well-being of seniors; the social cohesion story of Granny's Finest, with Niek van Hengel, and Theresa Sigillito-Hollema.*

WORKSHOP IV (Room 8A-08):
Peer education and young leadership: a tool to address social issues, with Jürgen Wander and Khadija Bentaher

WORKSHOP V (Room 8A-10):
Pathways to Success. International comparative research on intergenerational social mobility, with Ismintha Waldring

WORKSHOP VI (Room 10A-08):
Servant-Leadership - reconciling dilemmas? Assumptions & perceptions across generations, with Inge Nuijten

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PROGRAM OVERVIEW (CONT.)

16.15 **Refreshments** and information posters in the gathering space outside Symposium Hall.

16.45 **Keynote:** Servant vs. Self-servant Leadership: Reflections on the Arab Spring, by **dr. Nabil Sultan**, Head of Division Management, Business and Enterprise of University Campus Suffolk, UK.

17.10 **Panel discussion:** Meeting of minds and hearts. How to build communities across generations and learn from each other, including special guest **prof. dr. Charles Hampden-Turner**, of the Judge Institute of Management Studies at the University of Cambridge and Trompenaars Hampden-Turner Consulting, as well as workshop leaders, delegates and MA students.

17.50 **Closure**

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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 server employees throughout thier careers?

Thank you!
<http://www.feweb.vu.nl/SERVUS>