

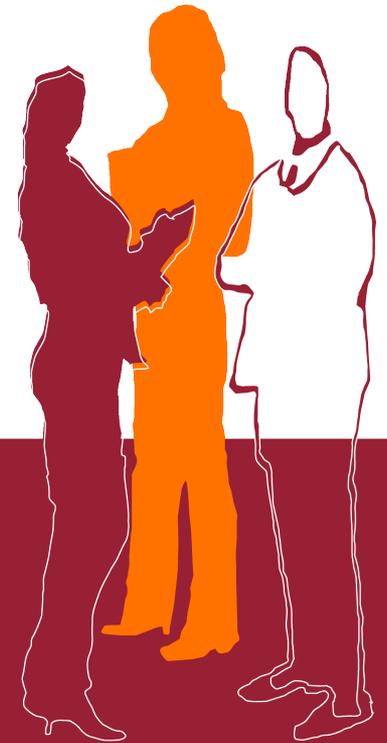
Twynstra Gudde

Servant leadership and social engagement

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Amsterdam

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Leaders and societal engagement

- When I was 11: I wanted to be a minister
- When I was 17: I wanted to be a mayor
- When I was 35: I doubted
- When I was 50: I started my own movement for social change

I shifted from focus on power to being empowered.
Looking back en forward.

What develops a Leader?

How does a leader develop, what are markable steps and what are the dilemma's?

Dilemma 1

A leader has a strong and clear vision and

finds it difficult to share this with others

Whilst a Societal Change needs a shared vision

Feels like:

I am the only one who is seeing it, I am the one who can do the job best

Problem:

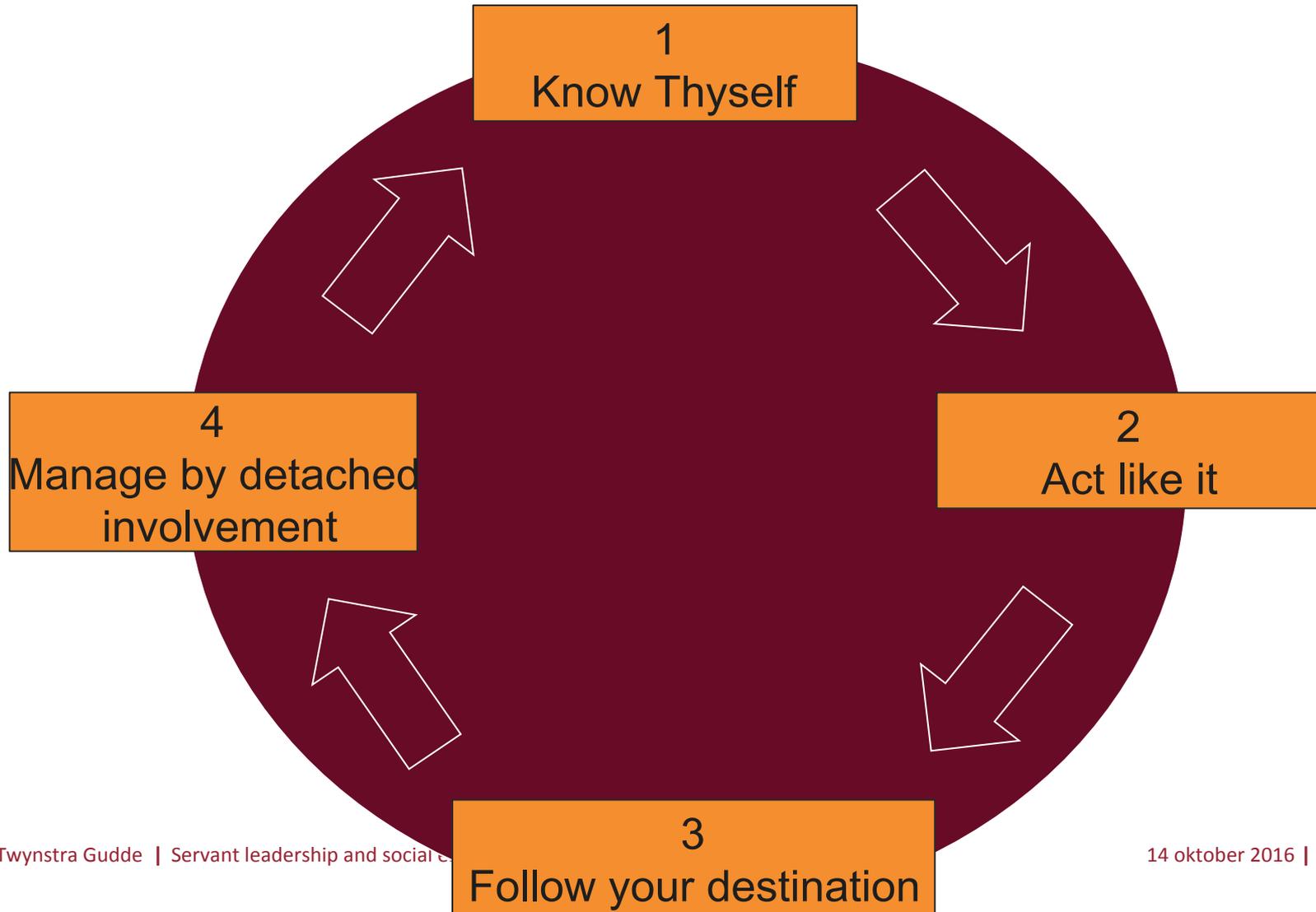
ego makes you believe it is true

Solution:

detached involvement

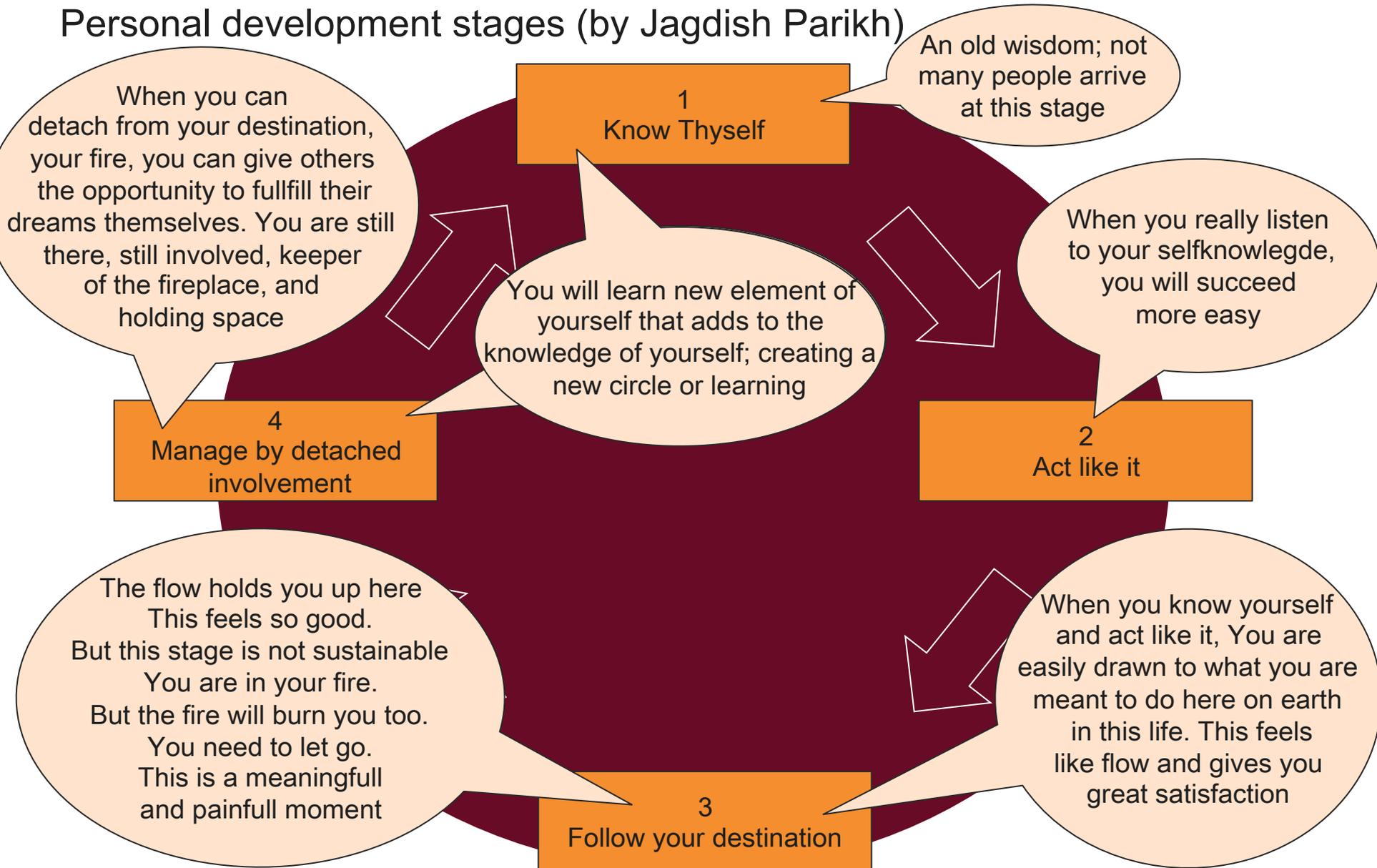
Detached involvement

Personal development stages (by Jagdish Parikh)



Detached involvement

Personal development stages (by Jagdish Parikh)



Dilemma 2

A leader has much engagement on several topics

of which some of more are out of reach

Whilst a Societal Change needs a realistic assessment of achievable steps

Feels like:

I am involved but I my vision is too general/ too wide;

Problem:

Your engagement captures you; energy loss; no focus no impact

Solution:

Circle of concern and circle of influence

Circle of concern and circle of influence

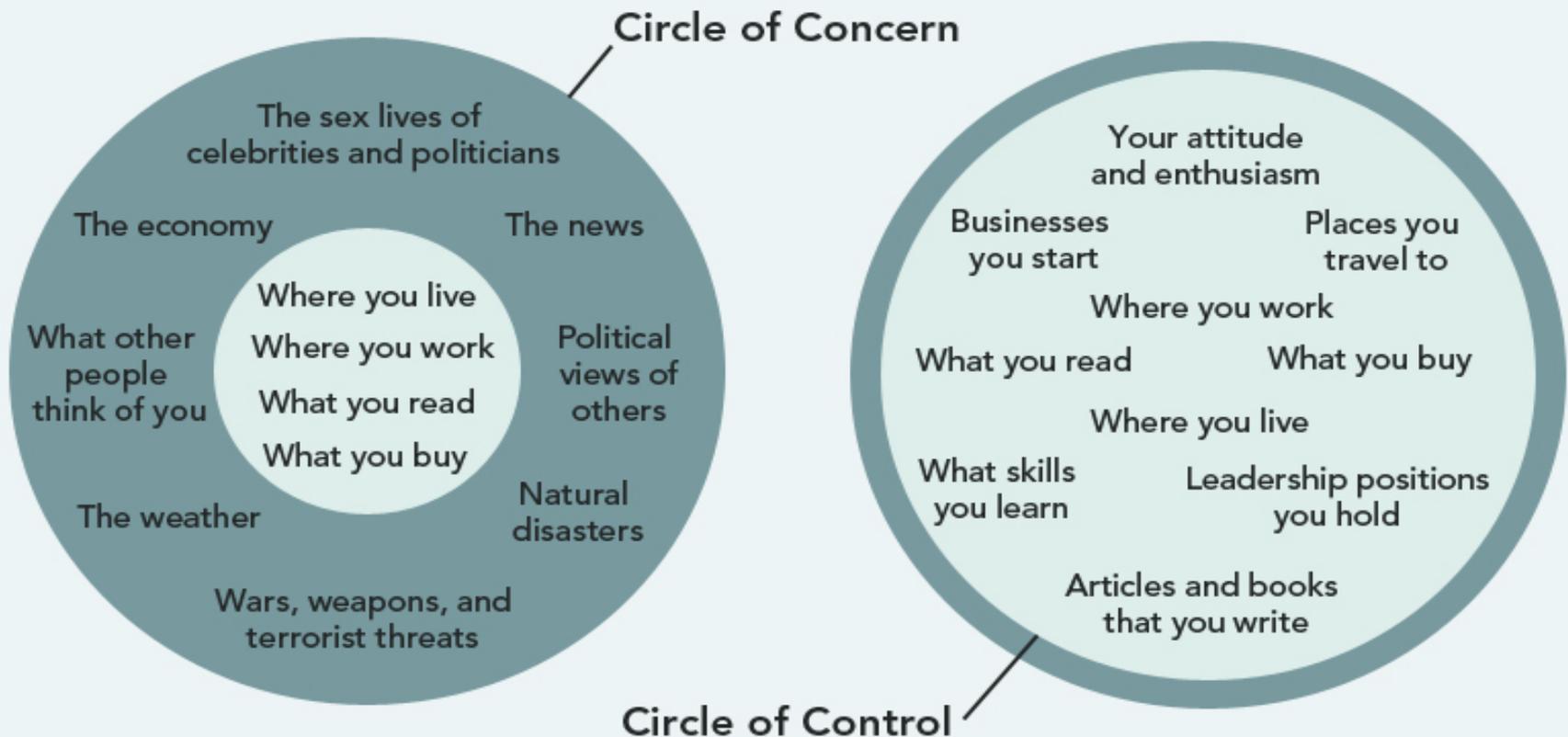
Circle of Concern vs. Circle of Control

How Reactive People Act

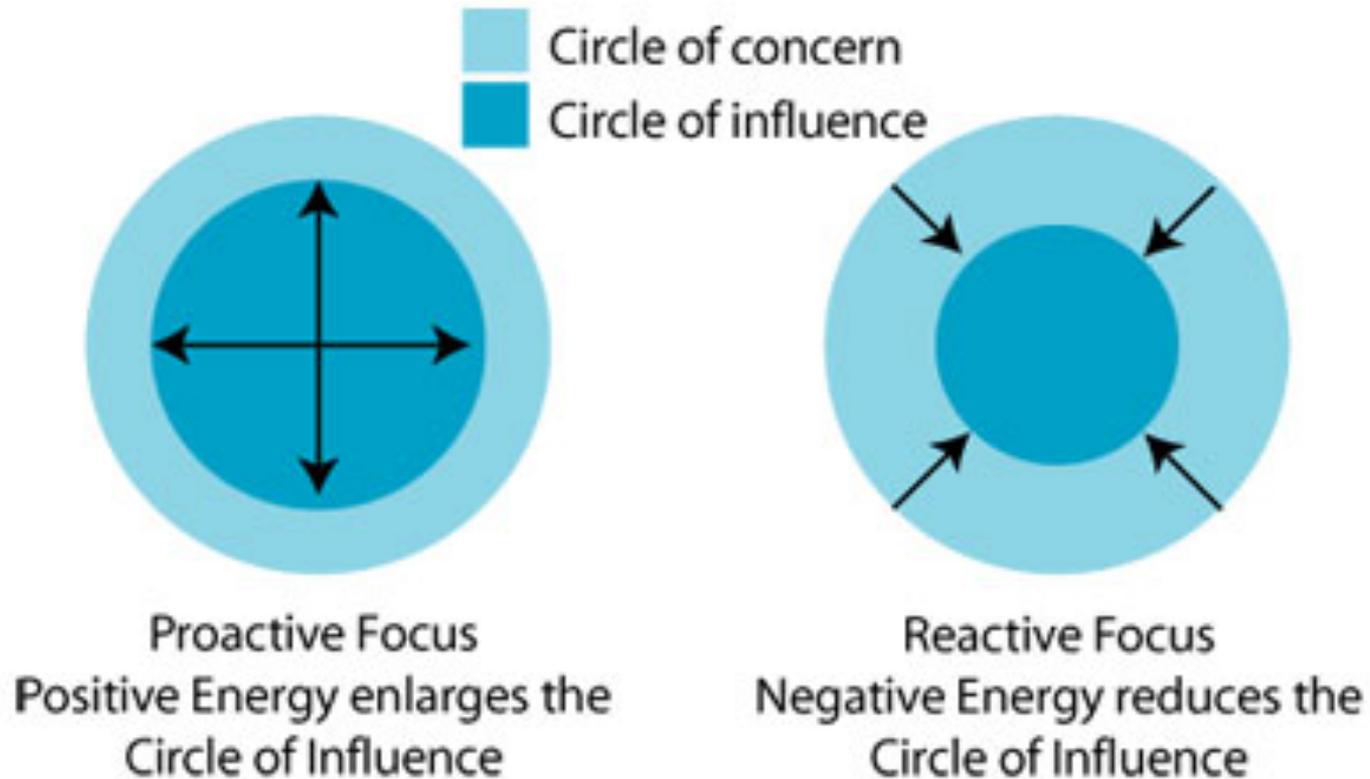
Large Circle of Concern and a small Circle of Control. A lot of time and energy is wasted reacting to issues that they can't control.

How Proactive People Act

Small Circle of Concern and a large Circle of Control. A lot of time and energy is focused on issues that are within their control.



Circle of concern and circle of influence



Dilemma 3

A leader can easily transform ideas into concrete acts;
this does not help in all times.

Whilst Societal change needs power to create

Feels like:

I 'm strong, I know how it should work, let me do it, quick now

Problem:

You will burn out, 'when you go fast, you go alone'

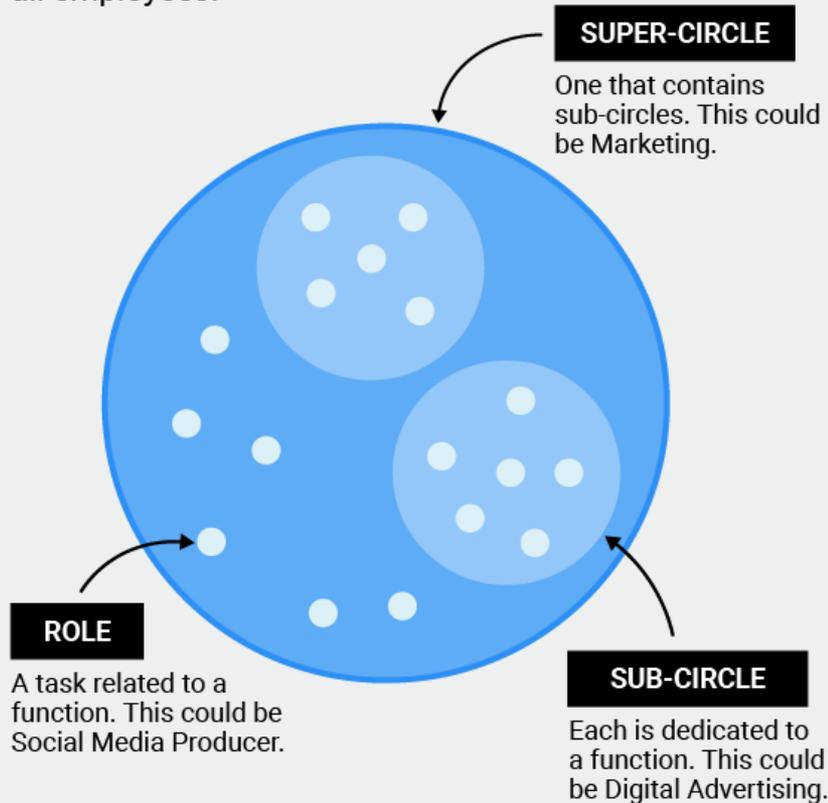
Solution:

Focus on purpose more than on hierarchy

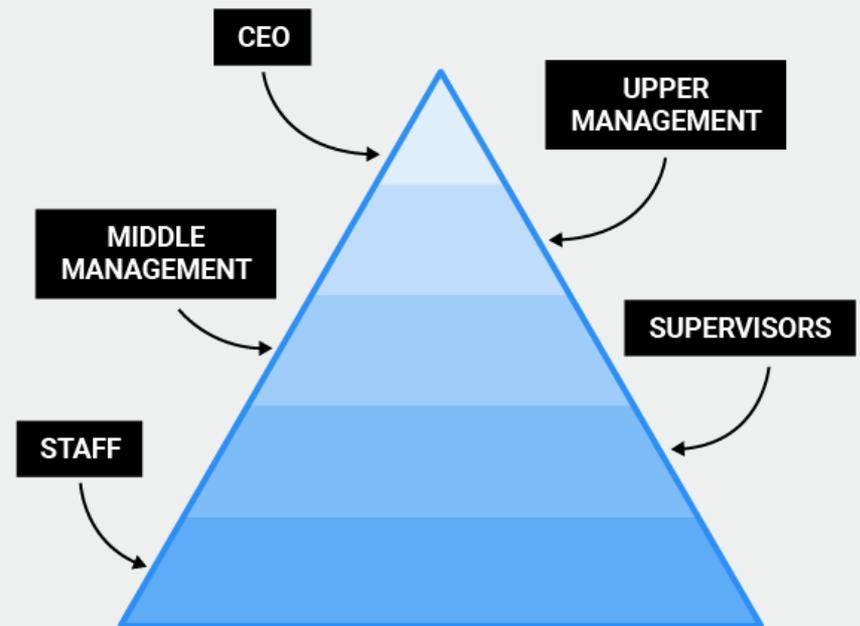
Purpose driven; roles in permanent feedback

HOLACRACY VS. HIERARCHY

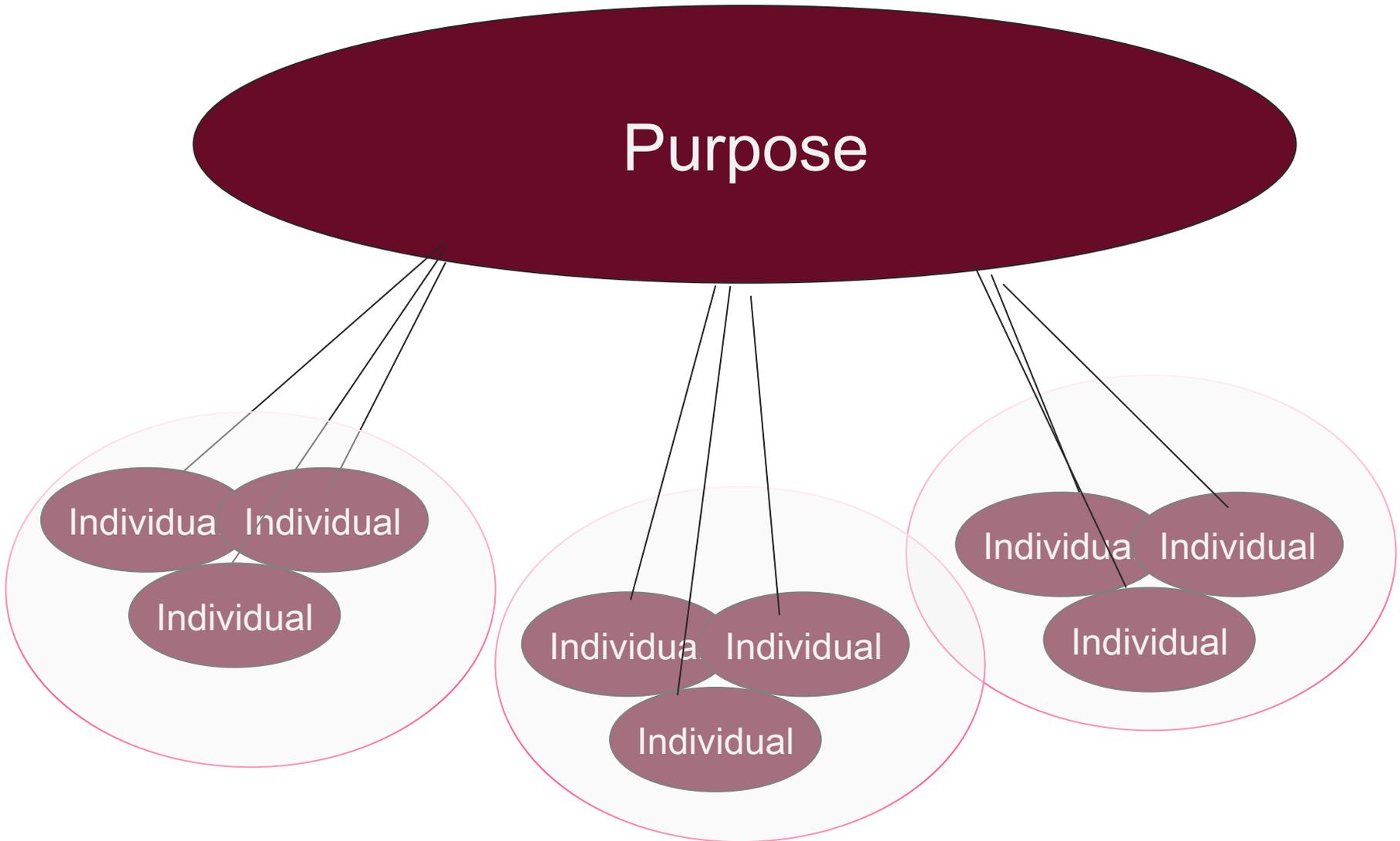
Holacracy takes powers traditionally reserved for executives and managers and spreads them across all employees.



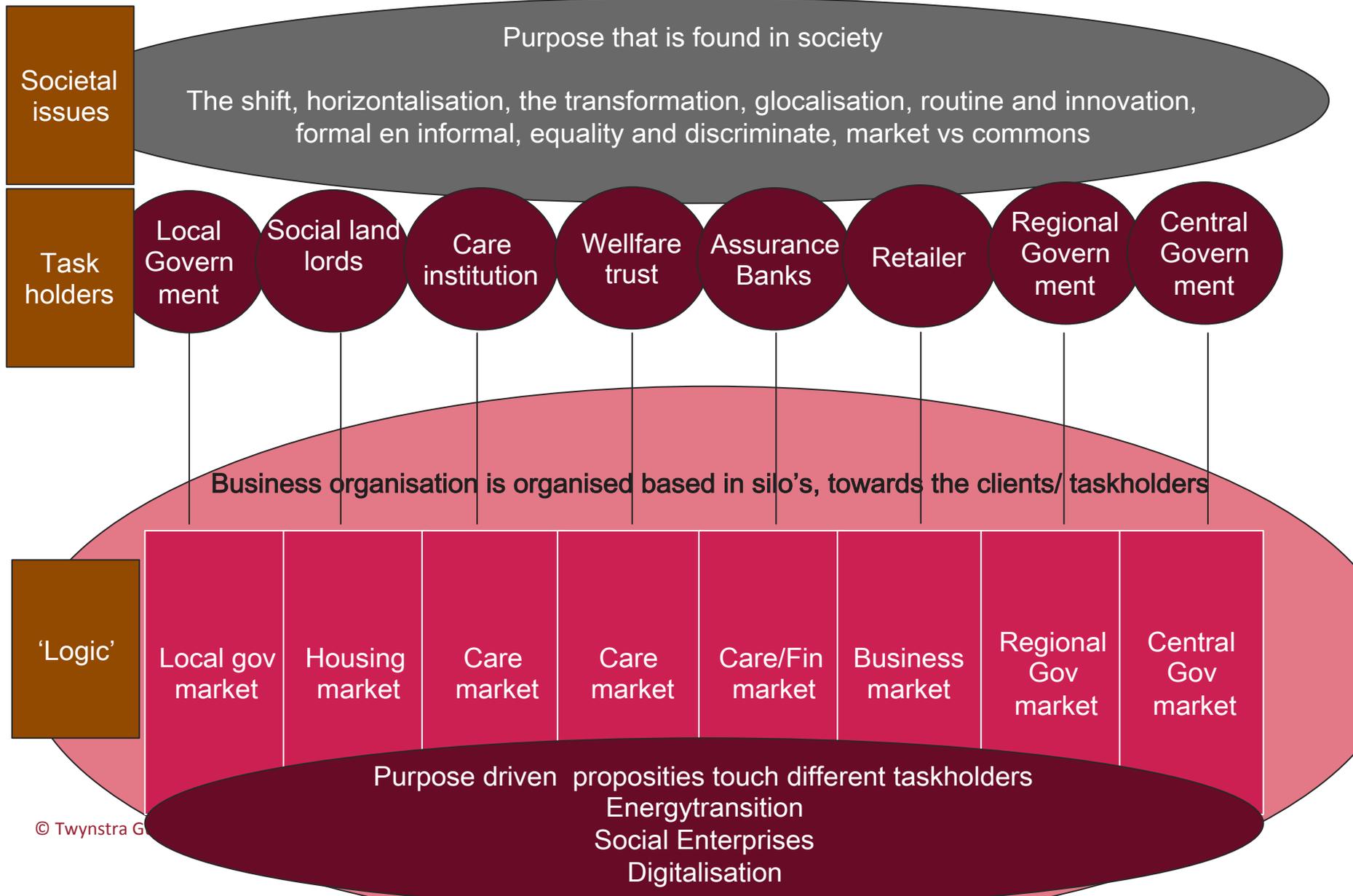
In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



Purpose guides each others roles



How to work purpose driven



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Alle intellectuele eigendomsrechten met betrekking tot deze presentatie berusten bij Twynstra Gudde.

Niets uit deze presentatie mag worden verveelvoudigd of openbaar gemaakt zonder schriftelijke toestemming van Twynstra Gudde.

