

Servant-Leadership and Meaningful Work Symposium
Vrije Universiteit Amsterdam
Monday, 21 september 2015

ORGANIZERS



dr. Sylvia van de Bunt Chairperson
FEWEB, Co-Chair SERVUS

Sylvia van de Bunt-Kokhuis has an international career in business and academia, and has been serving as a management consultant for various international firms and NGO's. For the European Commission she was coordinator of a large-scale (12 countries) novel European project FILTER, investigating the credibility/integrity and cultural filtering of online content. She coordinates VU Master courses in Careers & Organizations and Cross Cultural Management (2001-present). She published extensively on cross-cultural education and talent diversity e.g. in the prime of her career *'They are here because we were there'* (1980, State University Groningen), edited the book *'World Wide Work'* (VU University Press, 2006), co-edited the books *'Handboek Internationaal Talent'* (Weka, 2007) and *'Competing for Talent'* (Royal Van Gorcum, 2009). She is a regular speaker on international conferences of a.o. EURAM and Academy of Management. She was member of the Supervisory Board of a.o. Compu'Train and Kennisnet. She was President of NGVO, the Dutch Speaking Society for Comparative Education, the Flemish/Dutch Member Society of the World Council of Comparative Education Societies, for more than a decade. www.wcces.net. She was nominee Best Reviewer of EURAM 2013 <http://www.feweb.vu.nl/nl/afdelingen-en-instituten/management-en-organisatie/staff/s-bunt/index.asp>



prof. dr. Fons Trompenaars, Chairperson
Founder of Trompenaars
Hampden-Turner,
Partner KPMG,
Co-Chair SERVUS

Fons Trompenaars is the Founder of Trompenaars Hampden-Turner Intercultural Management Consulting, which has recently been acquired by the People and Change unit of KPMG. At the Vrije Universiteit Amsterdam Fons holds the chair Cross-cultural Management and is the Academic co-director of SERVUS. Fons studied Economics at the Vrije Universiteit of Amsterdam and later earned his PhD at Wharton School, University of Pennsylvania, writing his dissertation on the 'differences in conceptions or organizational structure in various cultures'. After completing his studies he worked for the personnel department of the Royal Dutch Shell Group in Rotterdam. For the last 25 years he has been working with major global/Fortune 500 corporations, to benefit from the vast opportunities presented by cultural differences. Regularly rated as one of the most important management thinkers over the last decade on the Thinker50, he is well-known for the book *'Riding the Waves of Culture, understanding cultural diversity in business'* (3rd edition, Nicholas Brealey, 1998). In total he has published 14 books, many of which co-authored with Charles Hampden Turner. Their latest book, *'Nine Visions of Capitalism'*, came out this month. In 2010 he co-authored the book *'Servant-leadership across Cultures'* (McGraw-Hill) with Ed Voerman.



Lilian Salomons
MSc. Business
Administration

SERVUS Assistant

Lilian Salomons finished her Master in Business Administration with a specialization in human resource management. Her master thesis was about 'Servant-Leadership as a key for the successful implementation of Corporate Social Responsibility in the pharmaceutical industry'. She also worked for the Centre for Generative Leadership where she followed a week-intensive about Generative Leadership that focused on how to respond as a leader of yourself in turbulent times and experiencing *living learning / theme centred interaction* of Ruth Cohn, *dialogue and wholeness* of David Bohm, *the U-process* of Jaworski (c.q. Scharmer's Theory U) and *the Dynamic Balanced Leadership ScoreCard* of Ivo Callens. She wrote a paper based on her thesis for the Academy of Management 2015; *Servant-Leadership as a key for the successful implementation for (ethical) corporate social responsibility in the pharmaceutical industry (2014)*.

PRESENTERS



Vinod Subramaniam
Rector Maginificus,
Vrije Universiteit
Amsterdam

OPENING

Vinod Subramaniam (born in India in 1967) studied electrical engineering at Cornell University. He received his PhD in 1996 from the University of Michigan (USA) in technical physics based on his dissertation on the use of laser spectroscopy for protein research. Later he was associated with the Max Planck Institute for Biophysical Chemistry in Göttingen (Germany), and in 2002 he became a senior researcher with AstraZeneca in the UK. In 2004 he became a Professor at the University of Twente in the Dutch city of Enschede. Prof. Subramaniam has been a senior fellow and visiting professor at the University of Konstanz (Germany) since 2011 and from May 2012 to September 2013, he was also the Scientific Director of the MIRA Institute for Biomedical Technology and Technical Medicine at the University of Twente. "I see VU University as a special place, partly because of the wide diversity in the student population, which means the university is uniquely able to fulfill its societal remit as an institute of higher learning. VU University hosts top scientists and very dedicated teachers that put effort into the education of our students on a daily basis. I look forward to contributing to this noble cause as the new Rector Magnificus, together with all staff and students."



David Weir,
Professor Emeritus
Northumbria University

KEYNOTE

The true meaning of meaningful work; a cross cultural career perspective

Professor David Weir, currently Professor Emeritus at Northumbria University, has had an extraordinarily successful academic career which has included leading four university Business Schools as the Head of the School of Business, Leadership and Enterprise at University Campus Suffolk, Director of the Bradford Management School, Head of the Glasgow University Business School, Dean and Director of the Newcastle Business School, and Dean of the Scottish Business School. He was also Chair of the Association of Business Schools (UK) and is a Visiting Professor for numerous universities including Liverpool Hope University, Lincoln University and Lancaster University. During his 25 years as a Business School Professor and Dean, David has presented and led tracks at high profile conferences at the American, British, European and Irish Academies of Management, the Academy of International Business. He has held Chairs at a number of Universities including Glasgow, Bradford, Northumbria and CERAM and Rennes in France and been a member and chair of both social science and science and engineering research council committees. He was a founding member and long-time Council Member of the British Academy of Management (BAM). Having personally supervised over fifty successful PhD students, David has acted as doctoral examiner for such Universities as Oxford, London, Manchester, Glasgow, Edinburgh, St Andrews, Durham, Newcastle, Lancaster, Mauritius and many others in the U.K. and the world. Among his former doctoral students are several Professors and Deans of Business Schools. David initiated the very first part-time executive MBA in a University business school at Glasgow in Britain, and in each of his business schools has created strong suites of programs in the international market and developed entrepreneurship and small business support programs, while building a doctoral and staff publication tradition. David is an author of several books including the best-selling "Modern Britain" series and has wide ranging research interests in areas spanning from strategic management and enterprise development to risk and crisis management and management in the Arab Middle East. He writes poetry and was for several years the Poet in Residence at the Edinburgh pub in Liverpool. He won first prize for raspberry jam at the Sedbergh show in 1974. His secret sorrow is that he is a lifelong Leeds United supporter.



Floor van den Born,
Assistant Professor Strategic
Management, FEWEB

WORKSHOP 1

*Organizational case study: improvisation for
innovation among jazz musicians*

Dr. Floor van den Born is Assistant Professor of Strategic Management at the Faculty of Economics and Business Administration of VU University Amsterdam. She specializes in team creativity and innovation in the creative industries. Before joining the VU University Amsterdam in 2013, Floor obtained her PhD in Organizational Behavior and Management at HEC Paris. Adopting an interdisciplinary perspective, her dissertation focuses on the antecedents of team-level creativity, combining two perspectives. On the one hand, from an intergroup perspective, she analyzes teams' external activities in terms of brokerage and membership change for generating access to and transfer of diverse knowledge embedded in the macrostructural environment of teams. On the other hand, from an intragroup perspective, Floor examines cooperation and collaboration dynamics, such as interpersonal interaction, knowledge conversion between team members, and the role of creative disruptions in improvisation. Combining the two perspectives provides an integrated theoretical framework for explaining and predicting team creativity. In her research, Floor uses both qualitative and quantitative approaches, such as semi-structured interviews, panel regression, and social network analysis. The empirical setting is the New York City jazz music industry.



Evgenia Lysova MSc.,
PhD Candidate,
Organizational Behaviour,
FEWEB

WORKSHOP 2

*Calling is Calling: Interdisciplinary Insights on Its
Meaning and Outcomes*

Evgenia Lysova is a PhD candidate at the Faculty of Economics and Business Administration of the VU University Amsterdam. Her research concerns calling, careers, identity and proactive work behavior. She holds a MSc degree in Business Administration from VU University Amsterdam. Annually Evgenia presents her work at the prestigious academic conferences such as Academy of Management Meeting and EGOS. For serving as a reviewer for the Careers Division at the Academy of Management community, Evgenia was three times recognized with the best reviewer award (2013, 2014, 2015). She published her research in *Career Development International*.



Mariëtte Kaandorp MSc.,
PhD Candidate, Strategy &
Organisation, FEWEB

WORKSHOP 3

*Meaningful organizational and personal
development; how professionals recognize
their intuitions*

Mariëtte Kaandorp is a PhD Candidate within the Amsterdam Business Research Institute (ABRI). Her research is in the area of Organizational Behavior and Strategic Entrepreneurship. She holds MSc in Development Economics and a BSc degree in Econometrics & Operations Research, both received from VU University Amsterdam. In addition to her degrees, Mariëtte participated in international programs both in the United States – University of Notre Dame, and in Wuhan, China – Wuhan University and has been teaching assistant to Prof. dr. Gunning and Prof. dr. Van Montfort.



Jolanda Holwerda,
Director LOF

www.lofonline.nl

WORKSHOP 4

Women in top management positions in search of meaning

Jolanda Holwerda MSc, Founding Director of Lof Media, for women with ambition. Jolanda started Lof in October 2007, which is a multimediaplatform for career committed women. Her mission is to unlock the full potential of women at work and change the perspective of both individuals and organizations about female talent. Knowing that the lack of positive role models is a barrier for the advancement of women, she tries to inspire every woman to become an authentic leader and be a source of inspiration for others. Besides starting a magazine for ambitious women, she started the Lof Academy in 2012. Based on the Circle of Lof and the Lof labyrinth this academy inspires women to be in charge of their own life and become a successful leader in all areas of their life. The academy runs different trainings programs for a.o. Accenture, PWC, Post NL, DNB, ING, Robeco, PGGM, UWV. In 2009 Jolanda Holwerda was awarded with the "Joke Smit Award" in recognition of her efforts to promote emancipation. In early 2011, she won the Dutch "TalentTrofee."



Jip Veelenturf
LOF assistant, Founder Bitter-Sweat and currently HR intern at L'Oreal

WORKSHOP 4

Women in top management positions in search of meaning

Jip Veelenturf, founder of Bittersweet; I have come to the realisation that we WOMEN deserve cycling clothes that suit our body and mind. In this man's world, we need to stand up and show that we are able to do sports, have fun and at the same time look beautiful in our own way. I believe that we deserve cycling wear that is exactly shaped to our bodies and our curves. With longer shirts and shape up pants, I really want to stand up for women who have just started cycling and more experienced cyclists. We can all enjoy cycling and still look beautiful.



Dr. Dirk van Dierendonck,
Professor of Human Resource Management (RSM)

KEYNOTE

Towards a more meaningful and optimal human functioning in today's organizations

Dr. Dirk van Dierendonck is professor of Human Resource Management at Rotterdam School of Management, Erasmus University (RSM). He has published on topics such as leadership, career success, selection, downsizing, measurement development, change, conflict at work, and worker well-being in terms of 'burn-out', job satisfaction, organisational commitment and engagement.

Professor van Dierendonck obtained his master's degree in Psychology from the Radboud University Nijmegen, and his PhD in Social Sciences from Utrecht University. Prior to joining RSM, he worked at the University of Amsterdam. His research has been published in the leading journals of management, organisational behaviour and human resource management, such as *Journal of Management*, *Journal of Applied Psychology*, *Academy of Management Journal*, *the Journal of Organizational Behaviour*, *Evidence-based Human Resource Management*, and *British Journal of Management*. Dirk van Dierendonck teaches courses on human resource management, leadership, organisational behaviour and personal leadership development at undergraduate, graduate and post-experience levels.



Prof. dr. Charles Hampden-Turner, Judge Institute of Cambridge University / Trompenaars Hampden-Turner

REFLECTIONS of the day

Charles Hampden-Turner is a British national and is currently based at the University of Cambridge Judge Institute of Management Studies. He received his masters and doctorate degrees from the Harvard Business School and was the recipient of the Douglas McGregor Memorial Award, as well as the Columbia University Prize for the Study of the Corporation. He won Guggenheim, Rockefeller and Ford Foundation Fellowships and has worked as a consultant for Shell, BP, Digital Equipment, The Economic Council of Canada, the BBC, Philips, Nissan, DSM, Dow Chemical, AMD, Sematech and Apple computers among others. Charles Hampden-Turner joined THTConsulting in 1990. He has conducted research throughout Europe and North America and is the author of nine books, including: *Maps of the Mind*, MacMillan (1981), translated into French, German and Dutch, *Charting the Corporate Mind*, Basil Blackwell and the Free Press (1990) and *Corporate Culture: Vicious and Virtuous Circles*. He has worked with Fons Trompenaars on *The Seven Cultures of Capitalism*, *Mastering the Infinite Game*, *Building Cross-Cultural Competence* and *21 Leaders for the 21st Century*. Their latest book, co-authored with Fons Trompenaars *Nine Visions of Capitalism* on meaningful wealth creation, came out this month.