



Servant Leadership Across Disciplines

FONS TROMPENAARS
SYLVIA VAN DE BUNT

AMSTERDAM 2 MAY 2011



Doing More with Less: Main levers to pull



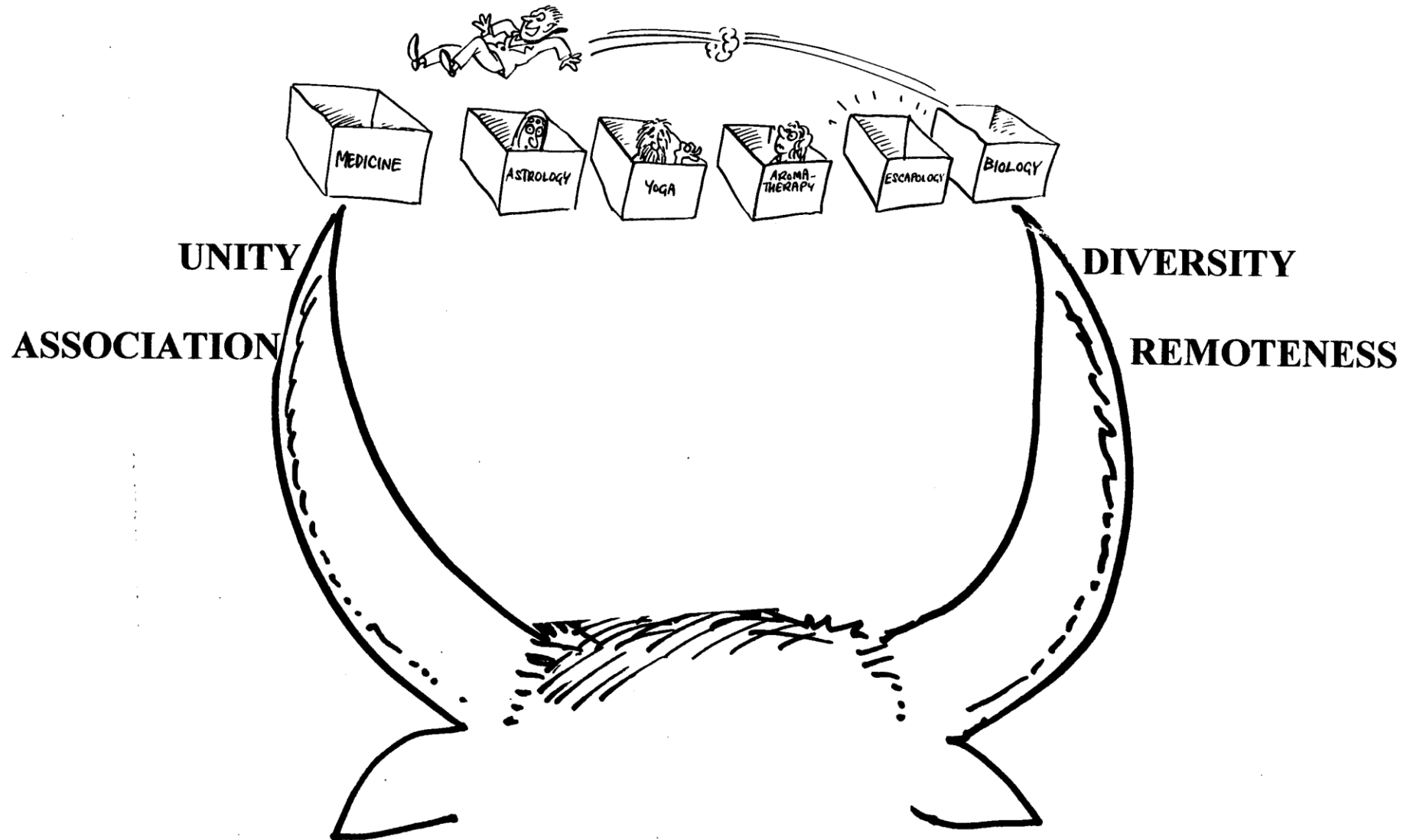
Einstein: *"You can't solve a problem at the same level it was created it!"*

Whilst all organizations share the same types of problems during these difficult times, their approach to them is usually culturally biased and often set in their past.

New innovative solutions are required that are grounded in sharp strategy, understand the organization's values, reconcile the competing demands of the perspectives of all stakeholders including shareholders, employees and customers, plus solid branding and impeccable design.

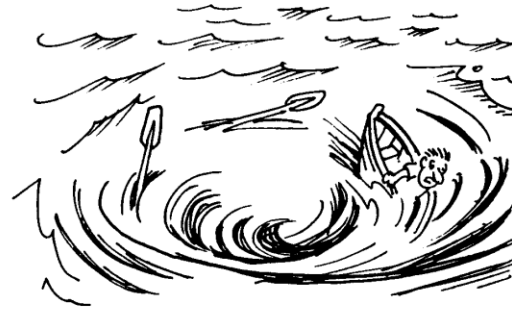
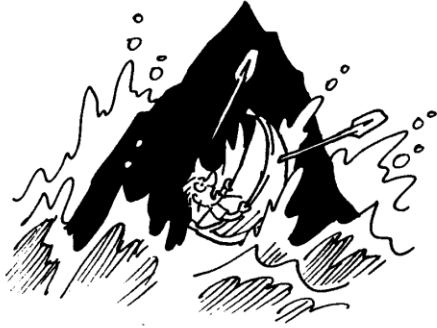
A) Creativity unifies diverse ideas

Many of which come from different academic disciplines ...



B) Creativity unifies diverse ideas -

Indeed creativity requires values that are typically seen as OPPOSITES !



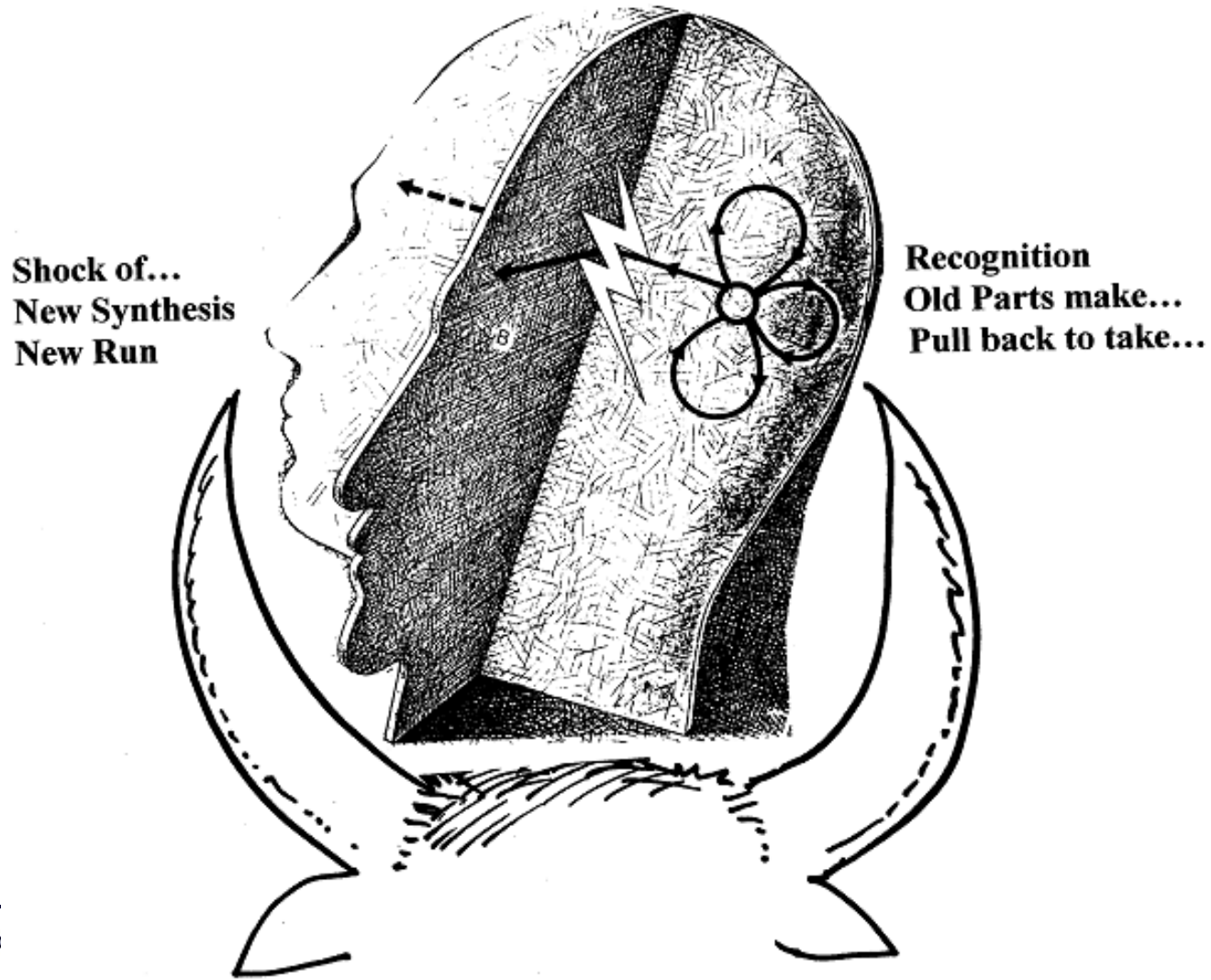
**ROCK
ORDER
FIXED
VERTICAL
CONSCIOUS**

**WHIRLPOOL
DISORDER
DYNAMIC
LATERAL
UNCONSCIOUS**

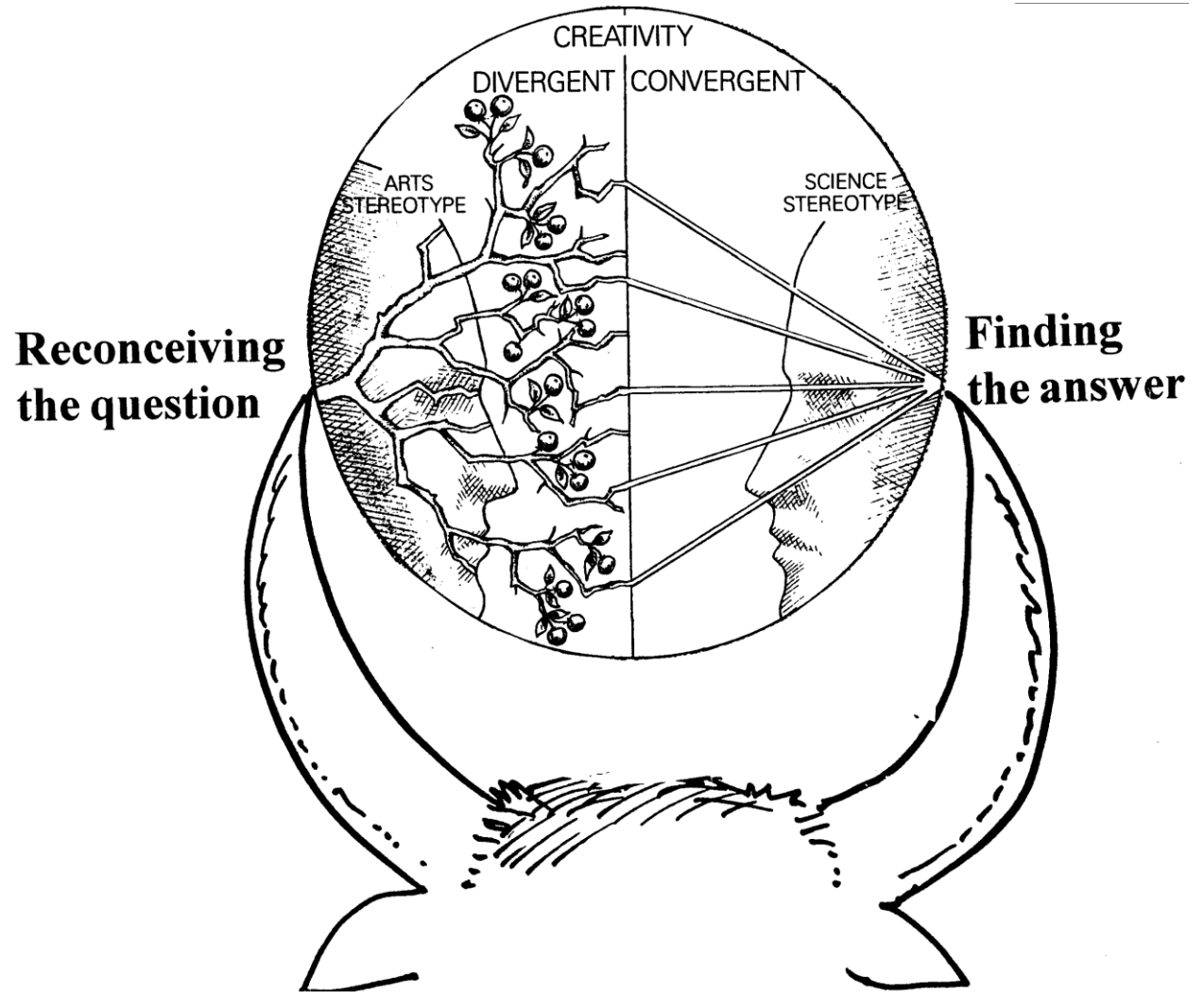


C) Creativity unifies diverse ideas -

Arthur Koestler described The Act of Creation as a bi-sociation of ideas previously REMOTE from each other



***D) Innovation occurs between cultures –
Especially the Arts and Sciences***



Approaching Dilemmas: *Navigating Strategic Tensions*

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

And that is what servant leaders do

Servant Leadership (Greenleaf)

“Servant Leadership is enabling others to perform better”

Servant Leadership (Greenleaf)

“Servant Leadership is enabling other disciplines to perform better”

Discipline (Etymologisch)

Ik heb ook het etymologisch woordenboek erop nageslagen en daar staat dat 'discipline' afkomstig is van het Latijnse woord 'disciplina', een 'instructie die gegeven wordt aan een disciple (een leerling)'. Het woord 'disciple' komt van Latijnse 'dicipere' dat 'doorgronden' en 'volledig begrijpen' betekent. De leerling is diegene die de instructie, die aan hem of haar gegeven wordt, volledig probeert te doorgronden en te begrijpen. Het woord discipline heeft dus die twee aspecten; het oefenen in het luisteren en het volgen én het volledig proberen te begrijpen van de instructie, die ons gegeven wordt.



Discipline (Buddha)



Eerwaarde Baldwin Schreurs

Aan beide kanten van het altaar staat een beeldje. Aan de rechterkant staat Avalokiteshwara, in het Japans 'Kanzeon' genoemd, die 'mededogen' verpersoonlijkt. Aan de andere kant staat Acalanatha, die 'standvastigheid' verpersoonlijkt. In het Japans wordt hij 'Fugen' genoemd - en die twee hangen samen.

In feite drukken beide beeldjes hetzelfde uit en dat is het vermogen om te 'zitten' (of 'staan') in het hier en nu en het toelaten van - maar zich niet verliezend in - de gedachten en emoties van dit moment, luisterend naar de intuïtieve wijsheid van het hart.

Ook het volgen van het hart is een discipline.

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**
- **Give Strategic Clarity through Operational Agility**
- **Synchronize Sequences**
- **And lead by serving**

01

Rules versus Exceptions

Individual versus Team

Control versus Passion

Specific versus Diffuse

Lord versus Servant

Sequential versus Synchronic

Inner versus Outer Orientation

01

Rules versus Exceptions

Individual versus Team

Control versus Passion

Specific versus Diffuse

Lord versus Servant

Sequential versus Synchronic

Inner versus Outer Orientation

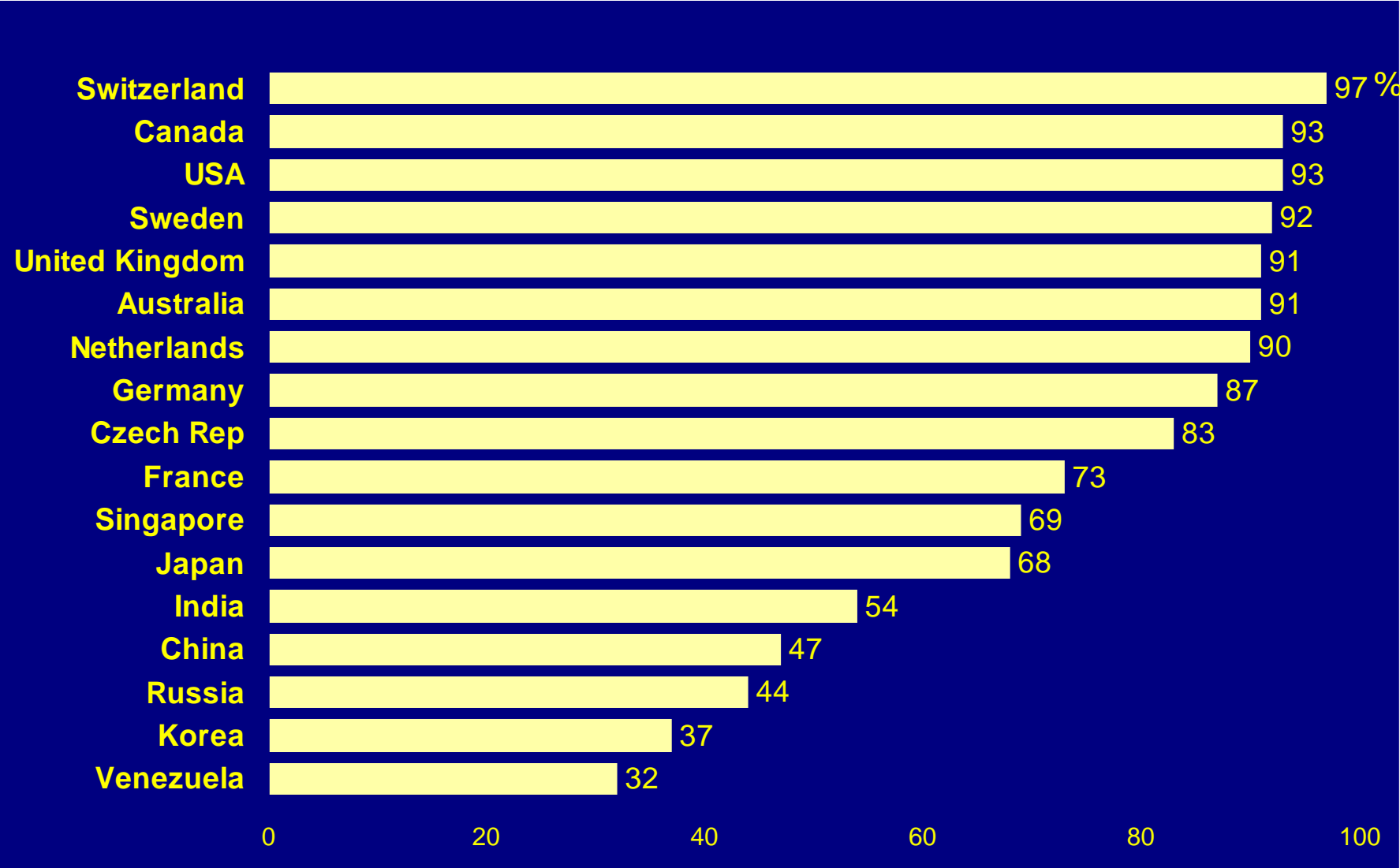
01/ Universalism vs Particularism

- Consistency
- Systems, standards & rules
- Uniform procedures
- Demand clarity

- Flexibility
- Pragmatic
- Make exceptions
- “It depends”
- At ease with ambiguity

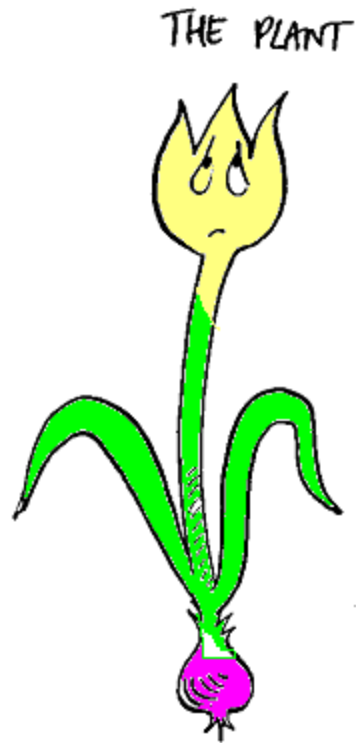
01/ Universalism

Friend has no/some right and would not help



01/ Belbin team role dilemma

The Particular Idea versus the Universal Evaluation



MONITOR-EVALUATOR



01/ Belbin Team roles

Universal Critical Appraisal

Particular Creative Ideas

Belbin Team roles

Universal Critical Appraisal

Particular Creative Ideas



Universalism versus Particularism



Individual versus Team



Neutral versus Affective



Specific versus Diffuse



Achievement versus Ascription



Sequential versus Synchronic



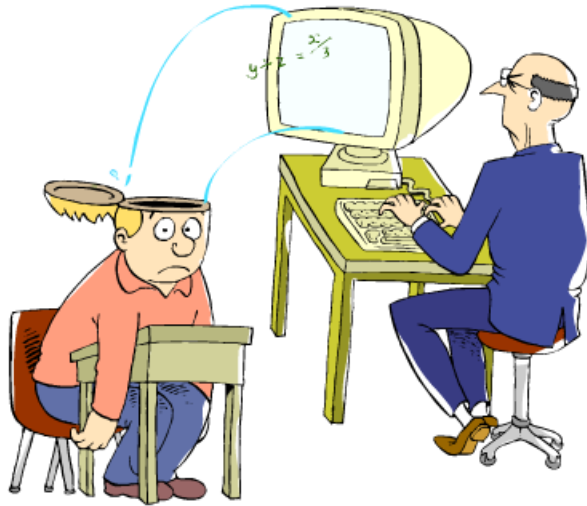
Internal versus External Control

DEPENDENCE

INDEPENDENCE



DEPENDENCE

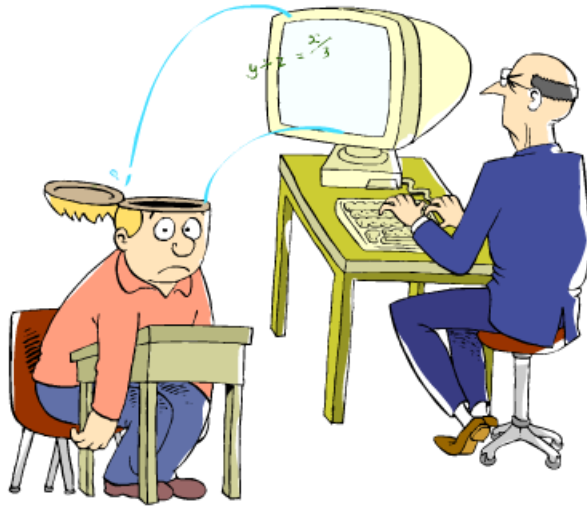


EXPERT INPUT

INDEPENDENCE



DEPENDENCE



EXPERT INPUT

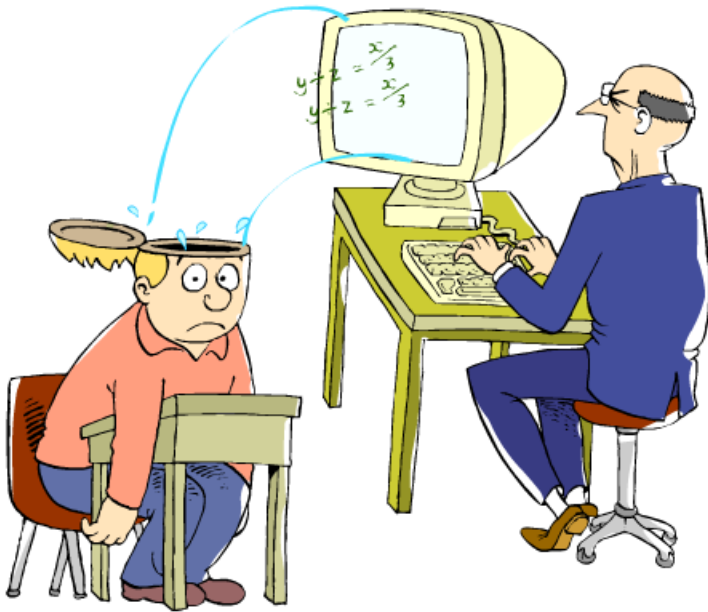
HEAT
WITHOUT
LIGHT



INDEPENDENCE



DEPENDENCE



EXPERT INPUT



INTERDEPENDENCE

HEAT
WITHOUT
LIGHT



INDEPENDENCE

01

Universalism versus Particularism

02

Individualism versus Communitarianism

03

Neutral versus Affective

04

Specific versus Diffuse

05

Achievement versus Ascription

06

Sequential versus Synchronic

07

Internal versus External Control

04/ Specificity

A boss asking to paint his house

The colleague argues:

You don't have to paint the house if you don't feel like it. He is your boss in the company. Outside the company, he has little authority

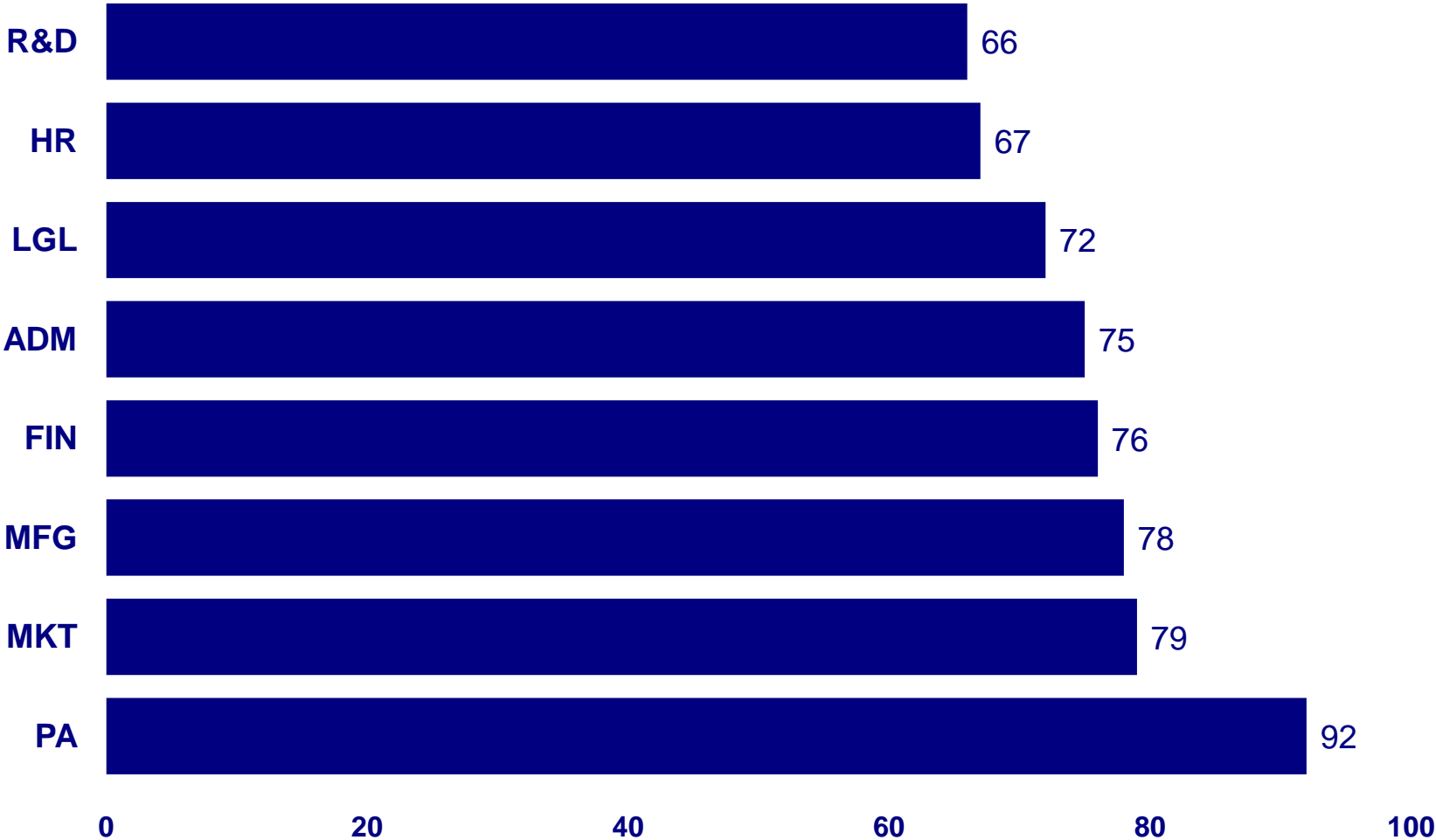
The subordinate argues:

Despite the fact that I don't feel like it, I will paint the house anyway. He is my boss and you cannot ignore it outside your work either.

04/ Specificity

Would not paint the house

%



From the Balanced to the Integrated Score Card

From the Balanced to the Integrated Score Card

**Specific Financial
Performance**



**Diffuse
Development of
People**

From the Balanced to the Integrated Score Card

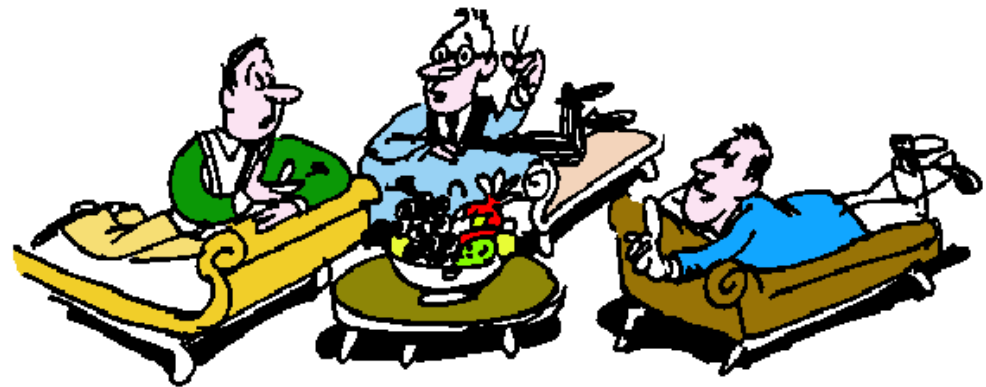
Specific financial performance

*Cost cutting
yourself*



*Integrated
growth:*

*Train for
Cost
Cutting*



*Subsidised
seminar*

Interests in future innovating and learning



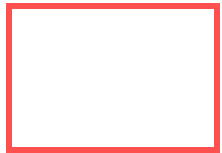
Rules versus Exceptions



Individual versus Team



Control versus Passion



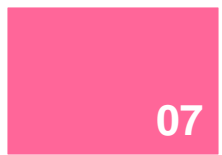
Specific versus Diffuse



Lord versus Servant



Sequential versus Synchronic



07

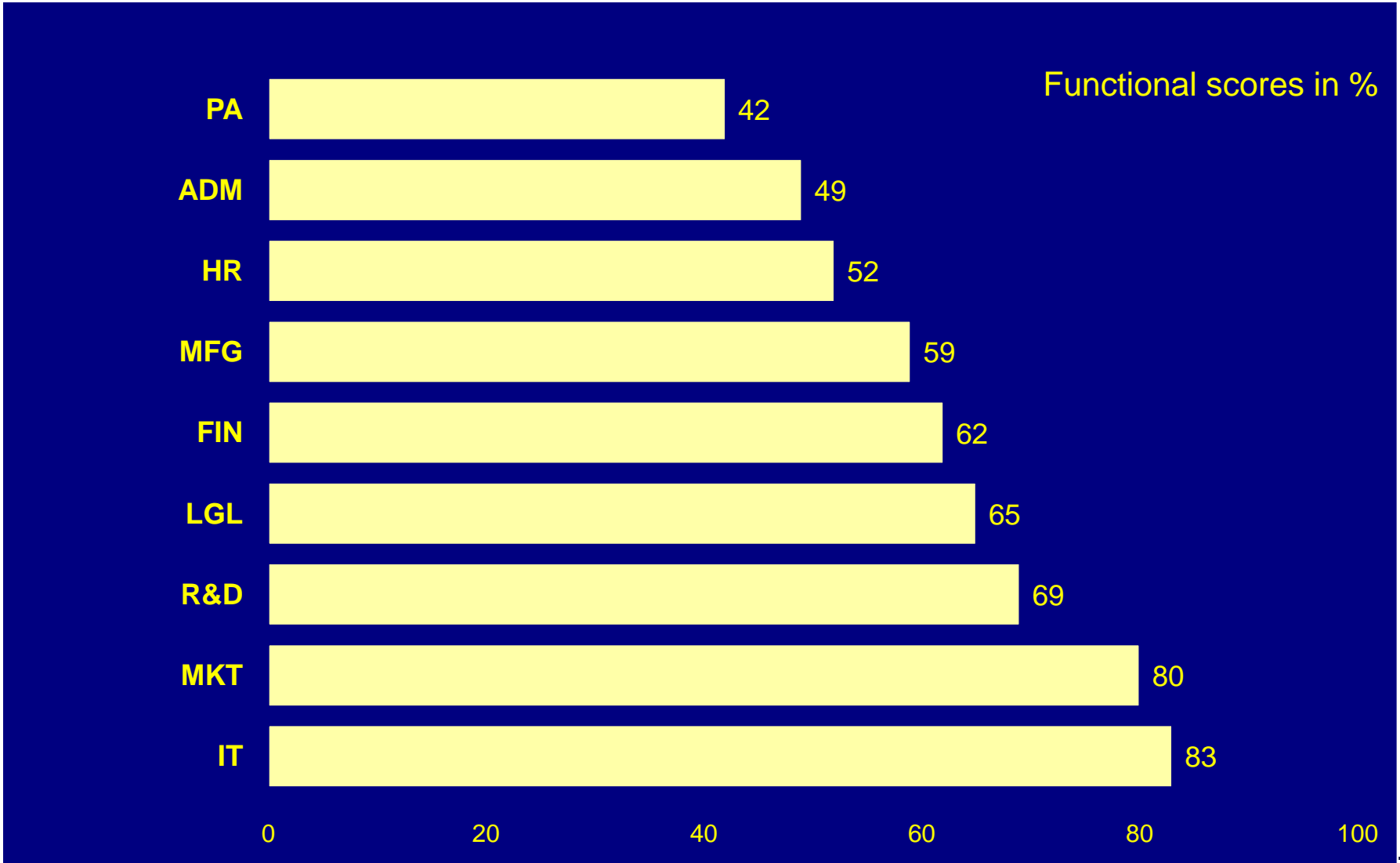
Inner versus Outer Orientation

A. What happens to me is my own doing.

B. Sometimes I feel that I do not have enough control over the direction my life is taking.

07/ Internal versus External Control

What happens to me is my own doing



DETACHMENT

ATTACHMENT

DETACHMENT



MONASTIC
ISOLATION

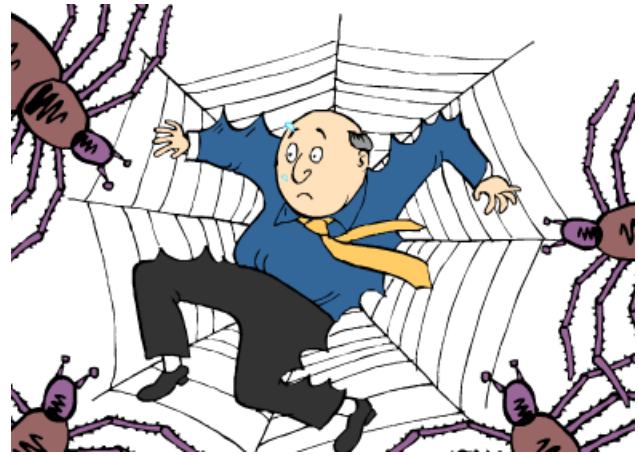
ATTACHMENT

DETACHMENT



MONASTIC ISOLATION

CAUGHT IN THE WEB.

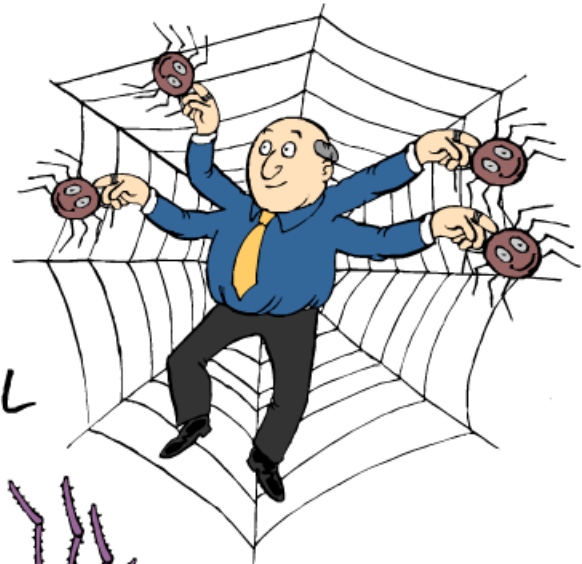


ATTACHMENT

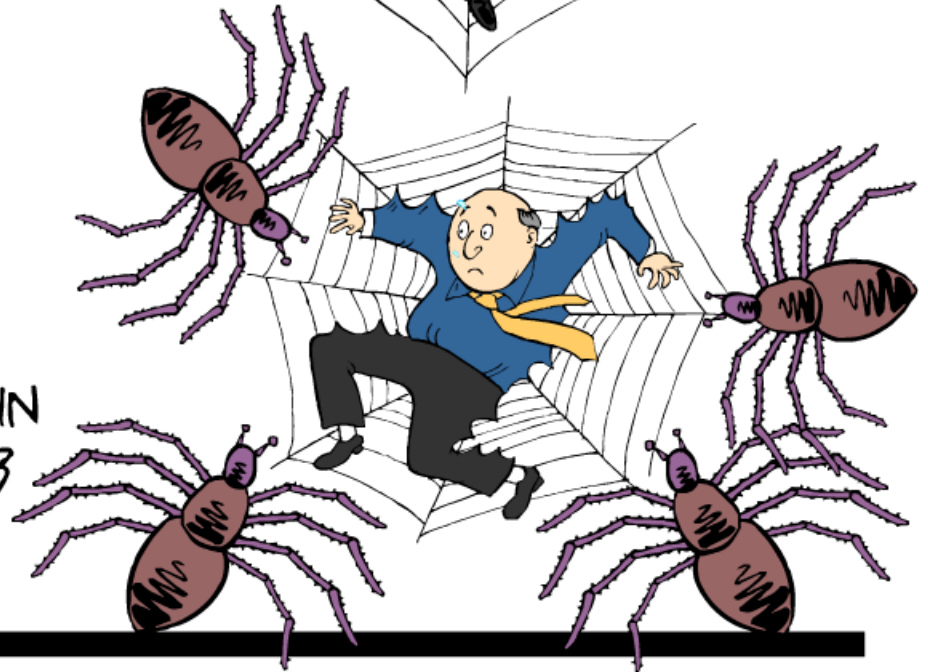
DETACHMENT



MONASTIC
ISOLATION



BACK IN
CONTROL



CAUGHT IN
THE WEB

ATTACHMENT

Core Proposition

“Servant leaders have the propensity and competence to help organizations reconcile dilemmas between disciplines for better performance”

01

Rules versus Exceptions

02

Individual versus Team

03

Control versus Passion

04

Specific versus Diffuse

05

Lord versus Servant

06

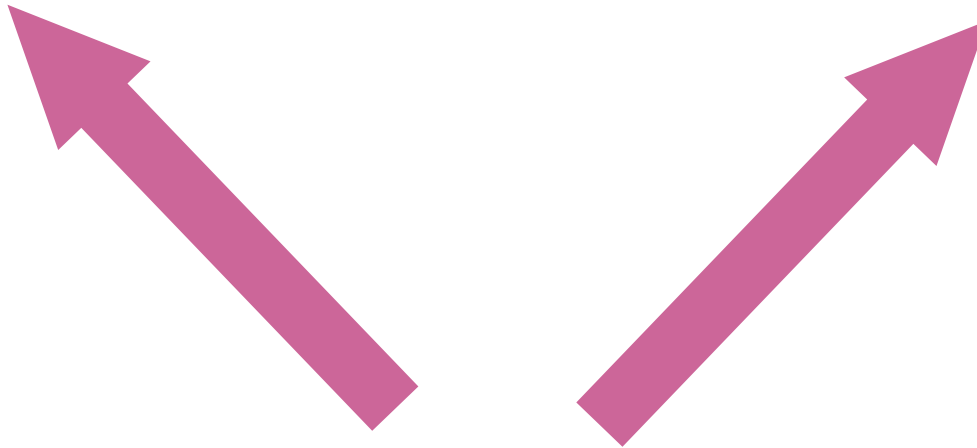
Sequential versus Synchronic

07

Inner versus Outer Orientation

What You Do

Who You Are

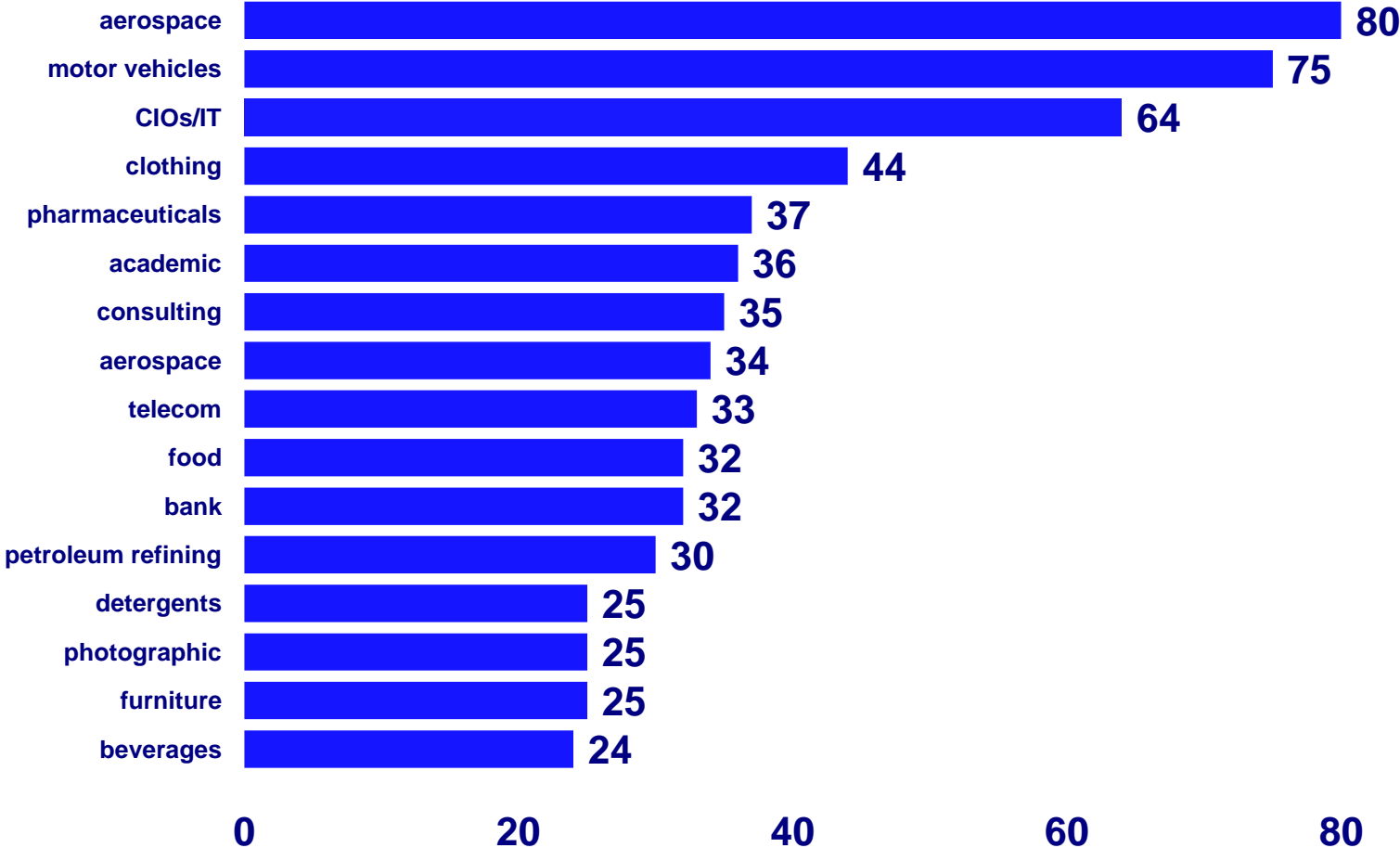


STATUS ?

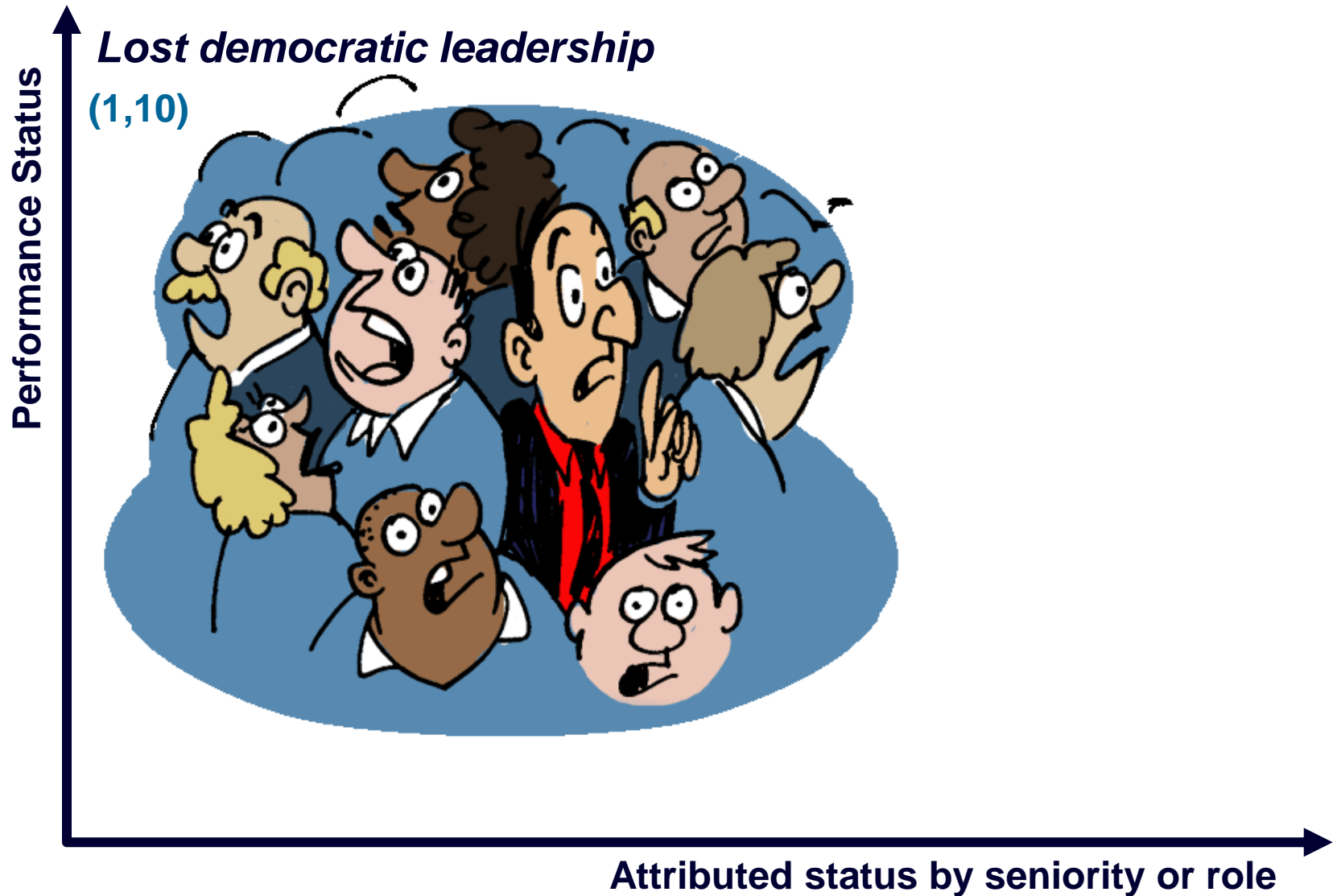
‘The most important thing in life is to act as really suits you, even if you don’t get things done’

05/ Lord versus Servant

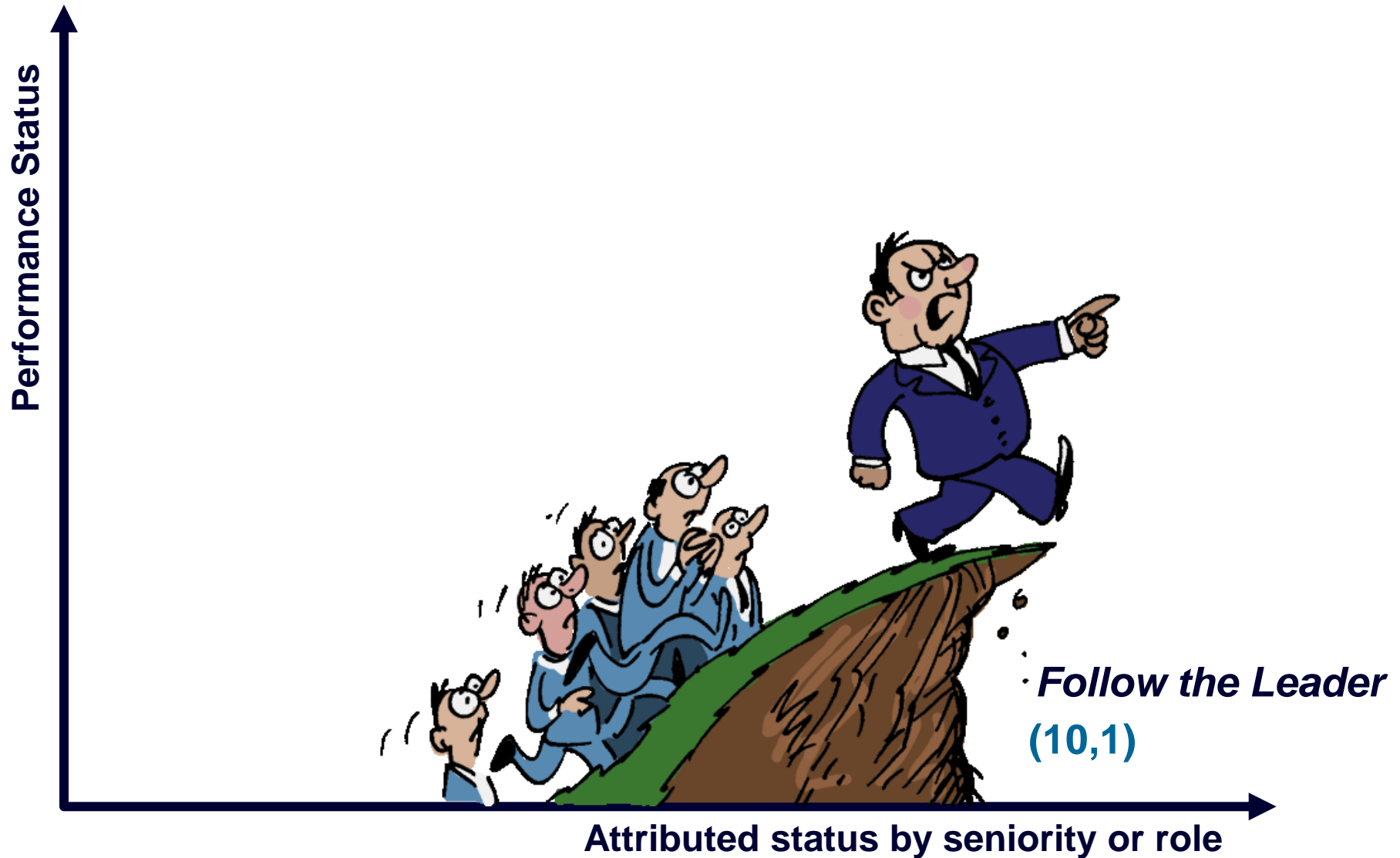
Percentage not agreeing with acting as really suits you



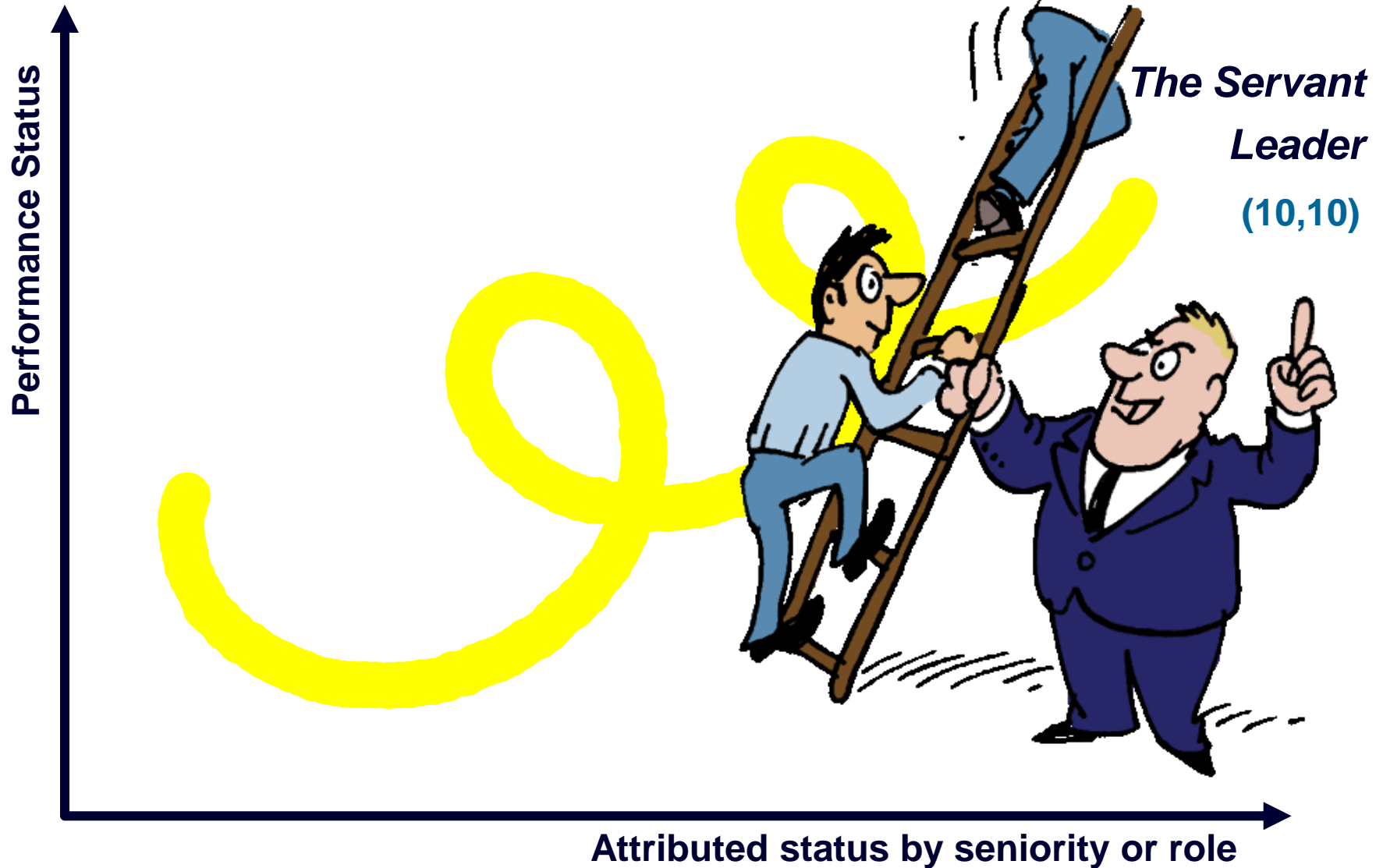
05/ Achievement versus Ascription



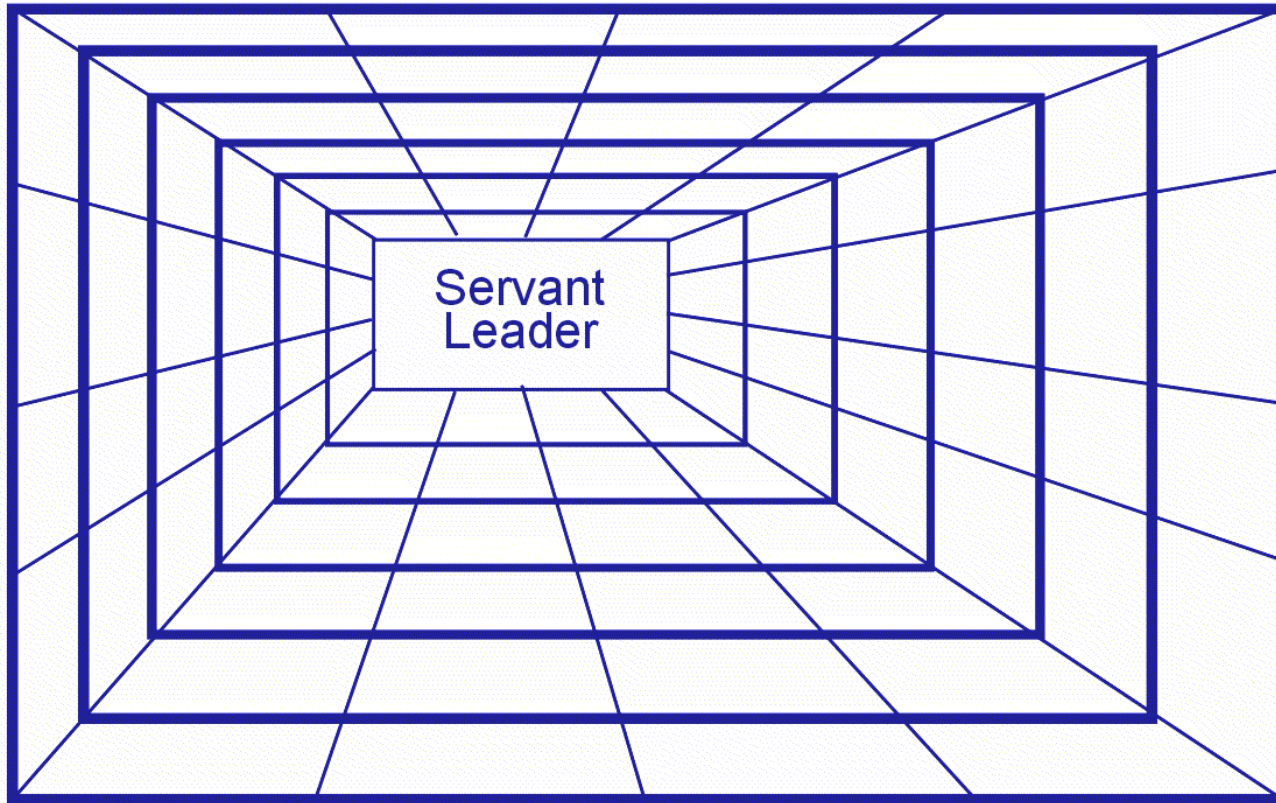
05/ Achievement versus Ascription



05/ Achievement versus Ascription

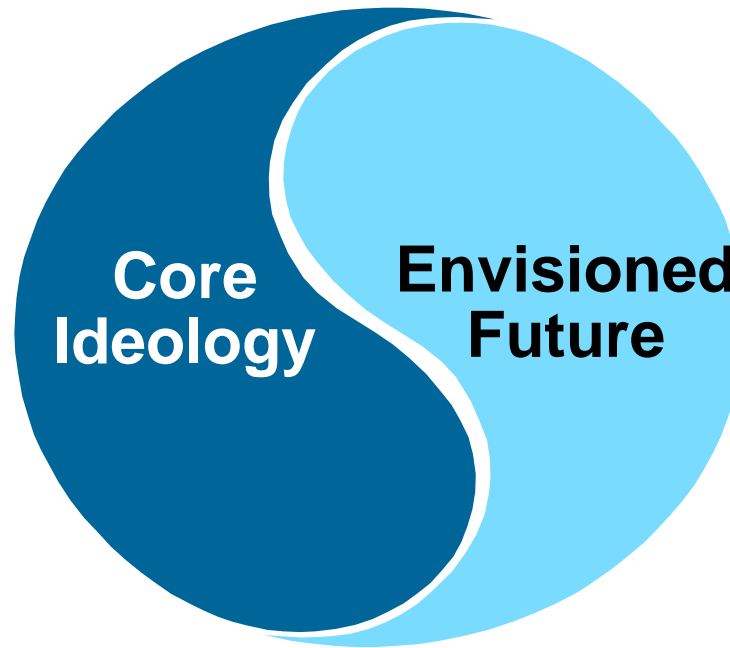


Servant of Leader ?



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**



Building a Organizational vision



**Envisioned
Future**

**What are we
going for?**

- Envisioned Future**
 - **5-10 yr Big Hairy Audacious Goal**
 - **A vivid description**



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 a Organizational vision

**What do we
stand for?**



**Core
Ideology**

Core Ideology

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

Source: Collins & Porras



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

SLCRE Symposia on Servant-leadership representing our mission:

13 April 2010 SL across **cultures**

22 Nov. 2010 SL across (higher) **education**

2 May 2011 SL across **disciplines**



SLCRE Symposia on Servant-leadership representing our mission:

Autumn 2011 SL across **cyberspace**

Spring 2012 SL across **history**



SLCRE Symposia on Servant-leadership: Programme

14.10 Servant-leadership across Disciplines will be highlighted from different perspectives by the following dedicated workshop leaders:

WORKSHOP 1 (Room BV 0H-19): *Leadership, reward and positive behavior support*, by **dr. Marius Rietdijk**,

WORKSHOP II (Room BV 0H-20): *Conversion, sin, salvation and other crucial business concepts; an historical view on servant-leadership*, by **dr Maarten Wisse**,

WORKSHOP III (Room BV 0H-21): *Case: community building and medical care in South-African townships*, by **Prof. dr Marceline van Furth, Desmond Tutu chair, VUmc**

WORKSHOP IV (Room BV 0H-54): *Rethinking and redesigning the VU's commitment to its institutional social responsibility on a global scale* by **Kees Kouwenaar**

WORKSHOP V (Room 1H26): *Case studies on servant-leadership across disciplines*, by **Bart Aupers, Laura Doorneweerd**

15.10 COFFEE & TEA BREAK in Foyer near Auditorium

15.45 *Servant-leadership across landscapes* by **Tom Cummings, co-author of Leadership Landscapes, visiting faculty at the University of Cambridge, Judge Institute UK, Replaced by ondergetekende**

16.00 Meeting of minds, how to connect disciplines and learn from each other? Panel discussion with an introduction by **Prof. dr George Harinck, Prof. dr Marceline van Furth, and Ronald Kroeze MA and chaired by dr Harry Wels and dr Sylvia van de Bunt-Kokhuis (SLCRE, co-director)**.

17.00 Closure and review of today's event *VU and diversity; a call for servant-leadership'* by **Prof. dr Bert Musschenga**,

17.15 Refreshments



6. Customer is always "right" *versus* anticipate customers needs

1. To develop our people *versus* to become more cost conscious

8. Operational Agility *versus* strategic clarity

5. Global or standardized) products *versus* local tastes, particular markets

10. Satisfy our customers at all costs *versus* shareholder value

Corporate Effectiveness & Efficiency

Employee Development & Learning

Satisfaction of the Client

2. Reward our people for their mastery *versus* Reward our shareholders for their faith in us

7. Equal opportunities *versus* positive discrimination

4. Reputation in wider community *versus* serve our customers wants

9. Leverage intellectual capital *versus* innovative projects

Shareholder Returns & Financial Performance

3. Keep short-term cash flow *versus* Invest in long-term sustainability

Contributions to Society



How can you live servant-leadership in your professional role across disciplines

(listening to other disciplines, dilemma reconciliation, lecturing, managing, second generation Greenleaf, ability to integrate the landscapes of life and work)?

Statement 1 Panel discussion (con't)

Work with all colleagues from the assumption that potentially everybody can be 'right', no matter how big the differences in thinking or disciplinary differences.

Statement 2 Panel discussion

How can you live servant-leadership in the content you represent (standardized curriculum&diversity dilemmas, research approach, bridging theory-practice, connect research with culture, art, etc. across disciplines)?



Statement 2 Panel discussion (con't)

Treat all content naively open, but with a sensitive and critical eye for its theoretical, socio-political, socio-economic, and socio-cultural implications and consequences.

How can you live servant-leadership in your organization (norms, values, code of conduct, connectivity, reciprocity, meaning, adapt to changing circumstances and dilemmas across disciplines) ?

Statement 3 Panel discussion (con't)

Lead by example and appreciate all contributions people bring to an organization, even if sometimes they seem counterproductive.



THANK YOU!

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