

Servant-Leadership in Crisis Situations
4 May 2015



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Etymology

crisis (n.)

early 15c., from Latinized form of Greek *krisis* **"turning point in a disease"** (used as such by Hippocrates and Galen), literally "judgment, result of a trial, selection," from *krinein* **"to separate, decide, judge,"** from PIE root **krei-* "to sieve, discriminate, distinguish" (cognates: Greek *krinesthai* "to explain;")

Old English *hriddel* "sieve;" Latin *cribrum* "sieve," *crimen* "judgment, crime," *cernere* (past participle *cretus*) **"to sift, separate;"** Old Irish *criathar*, Old Welsh *cruitr* "sieve;" Middle Irish *crich* "border, boundary"). Transferred non-medical sense is 1620s in English. A German term for "mid-life crisis" is *Torschlusspanik*, literally "shut-door-panic," fear of being on the wrong side of a closing gate."

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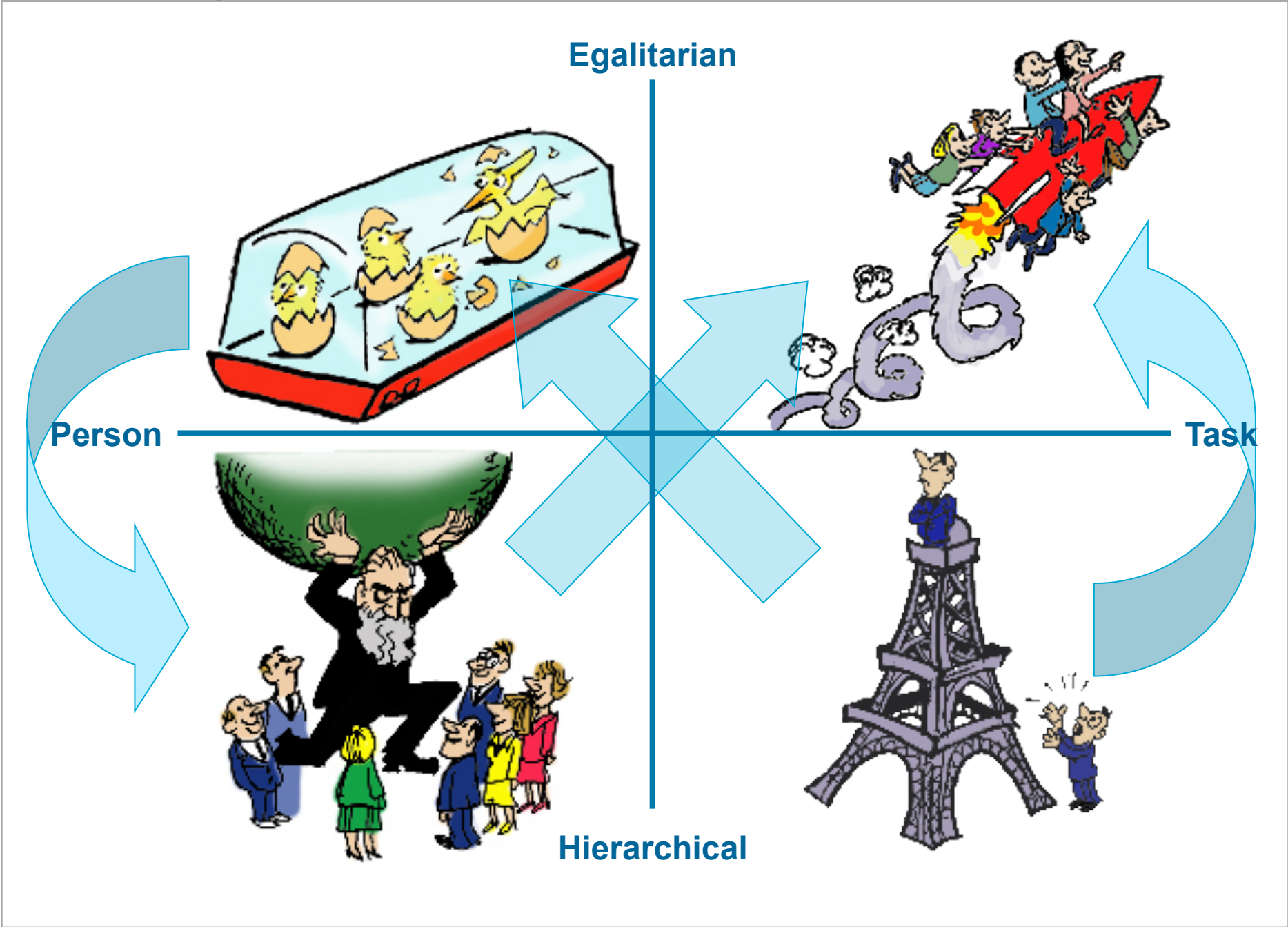
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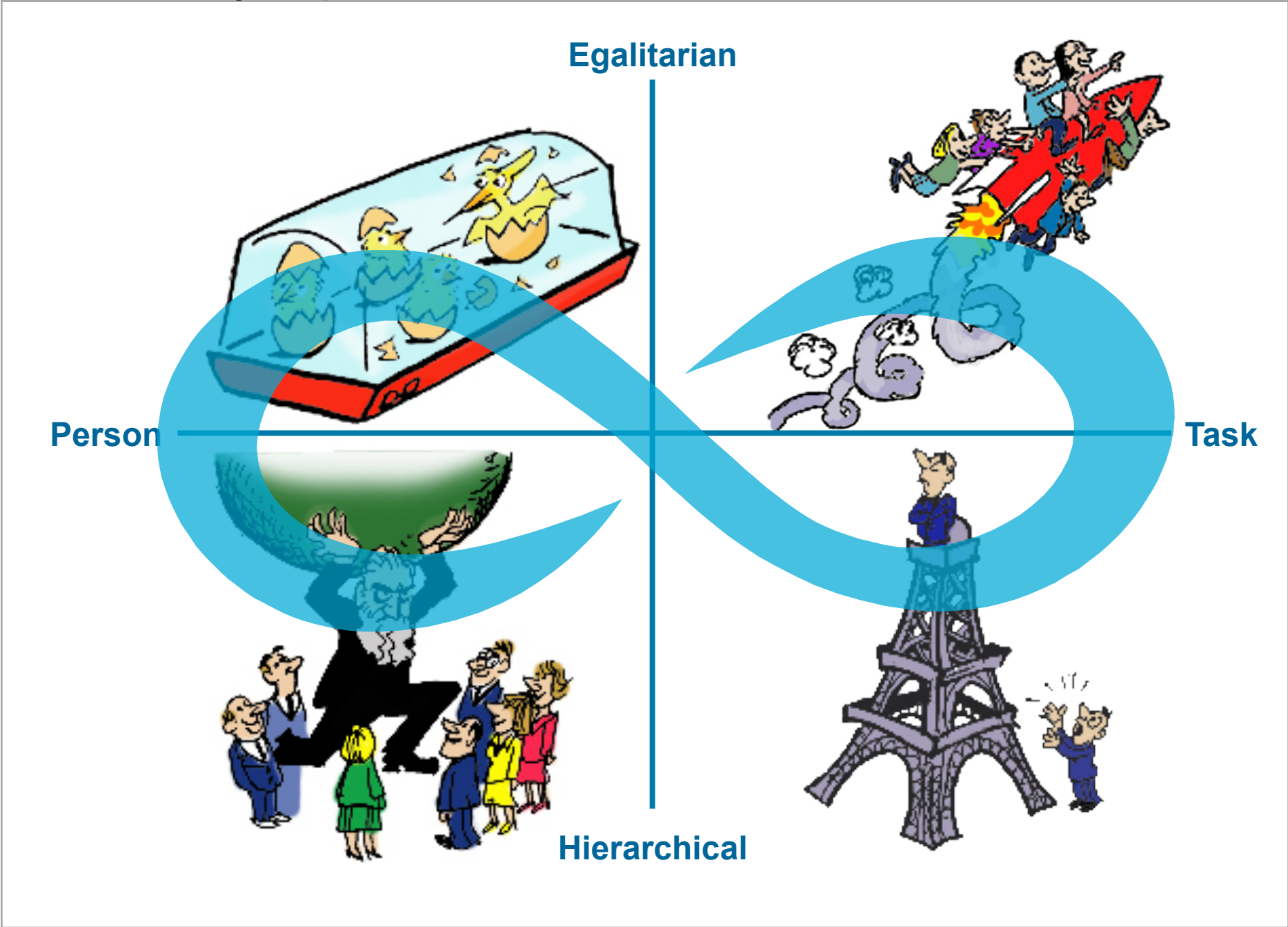
Active listening skills

> Leaders need to be capable of recognizing both soft and hard signals identifying appropriate modes of communication, through active listening. Leaders need to easily identify the relevance of what they observe and hear, being aware of the vulnerability and sloppy management in complex systems. Central to these leadership skills are those of recognizing what are the relevant “noises” emanating from the complex pattern of interactions, what an operator on a BP oil rig in the North Sea once described as “the singing in the wires” (Marsh, 2007).

Four Corporate Cultures



The infinity loop for innovation

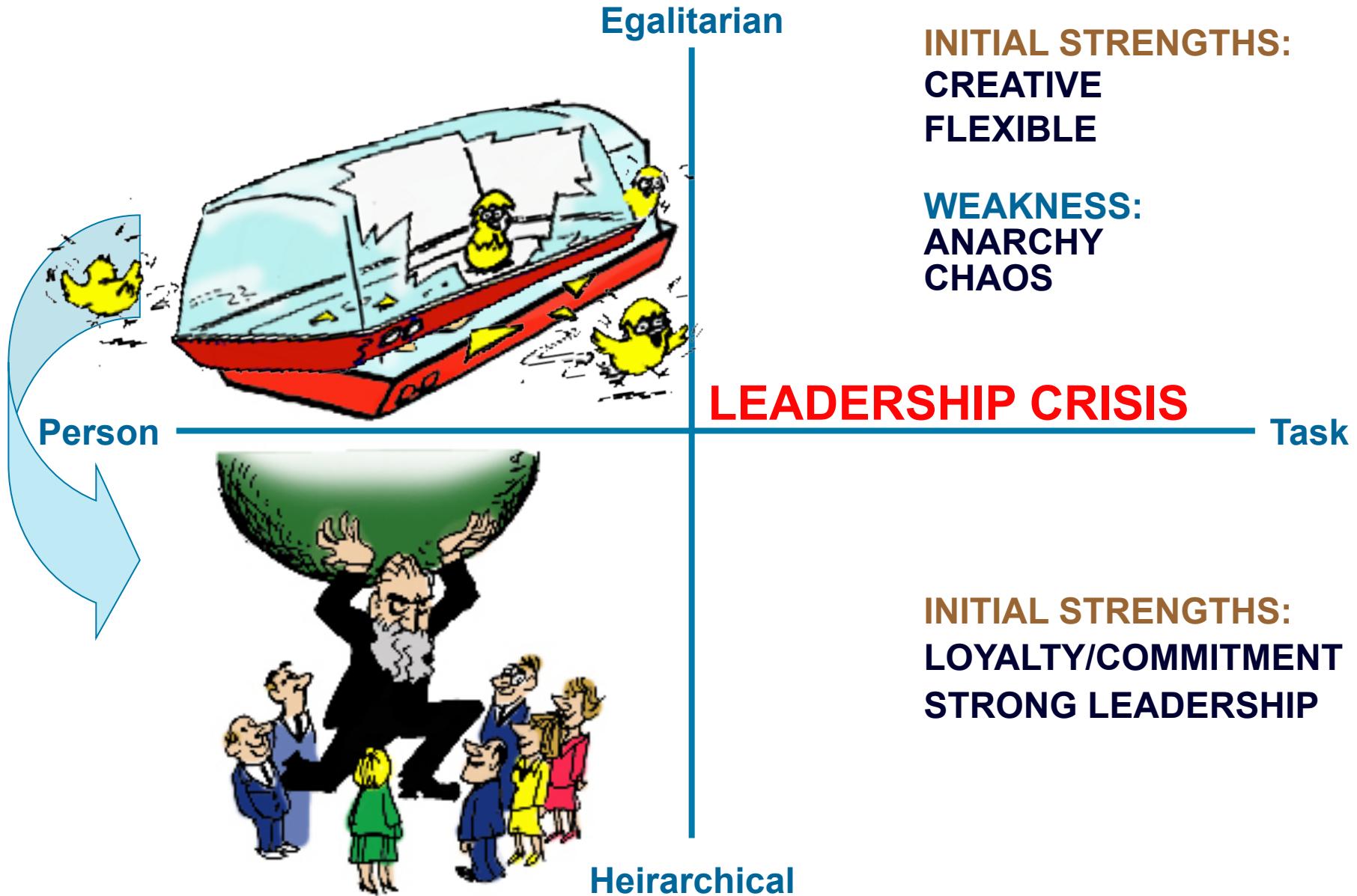




From Invention to Intention



From Invention to Intention



01

02

From Intention to Invasion

03

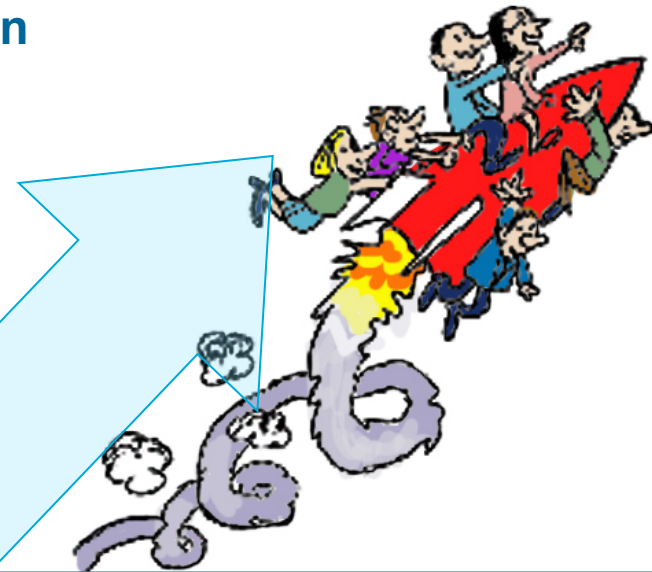
04

From Intention to Invasion

INITIAL STRENGTHS:
LOYALTY/COMMITMENT
STRONG LEADERSHIP

WEAKNESS:
COUNTRYCLUB
CENTRALIZATION

Egalitarian



Person

Task

CRISIS ECONOMY



INITIAL STRENGTHS:
STRATEGIC
TASK ORIENTATED
CUSTOMER FOCUSED

Hierarchical



01

02

03

04

From Invasion to Implementation

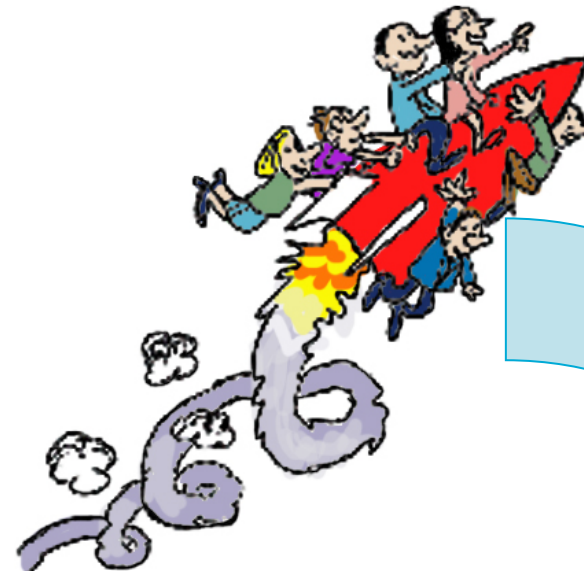
From Invasion to Implementation

INITIAL STRENGTHS:
STRATEGIC
CUSTOMER FOCUSED

WEAKNESS:
SWEATSHOP
SHORT TERMISM

Person

Egalitarian

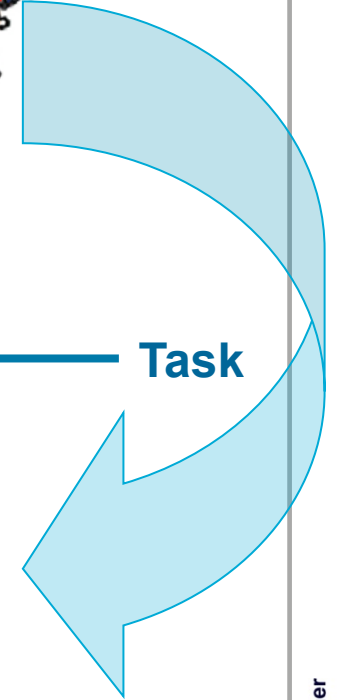
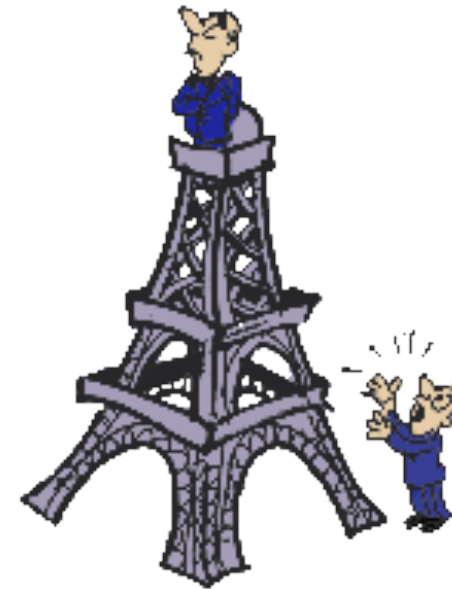


Task

CRISIS OF CONTROL

INITIAL STRENGTHS:
EFFICIENT
STRUCTURED

Hierarchical



01

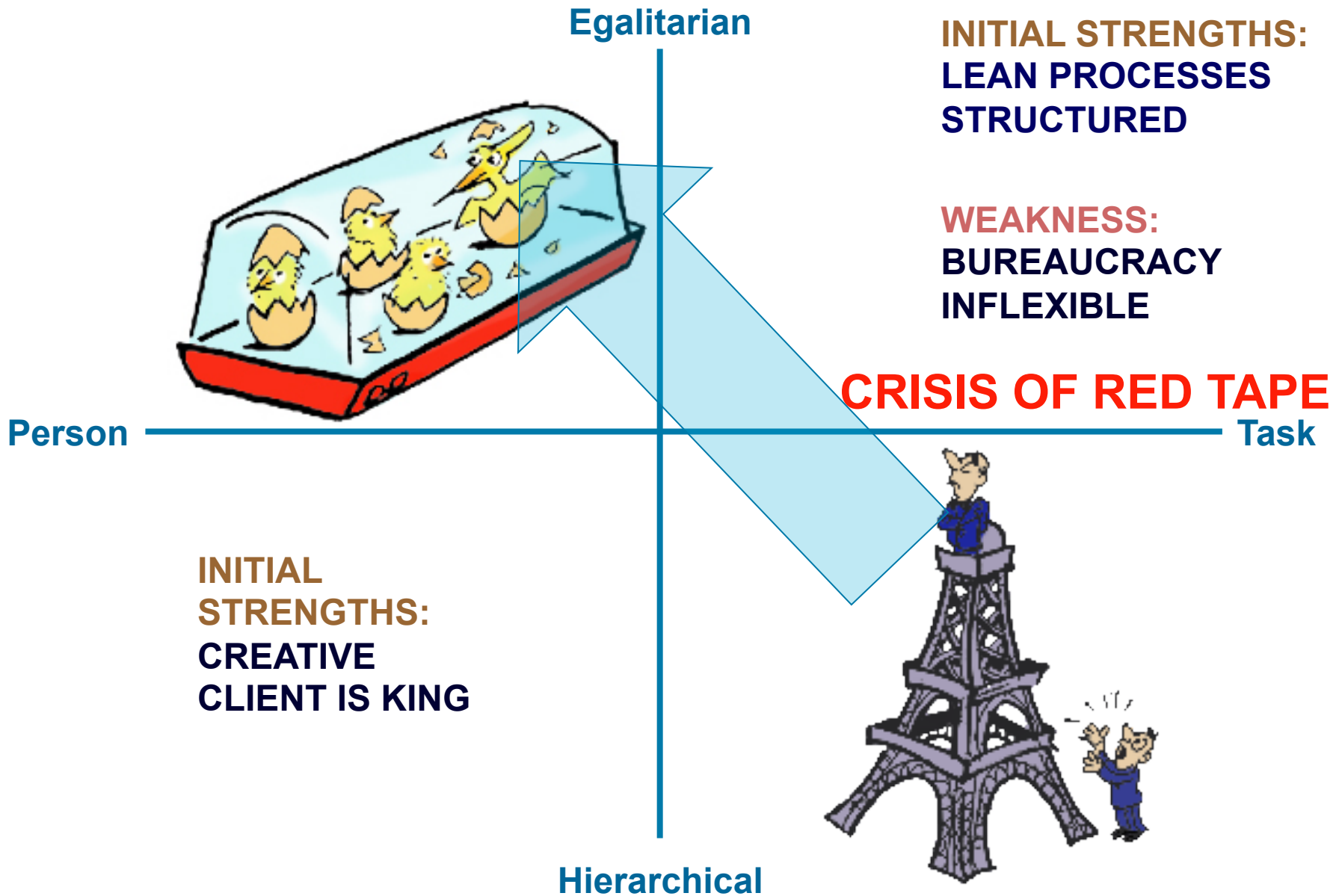
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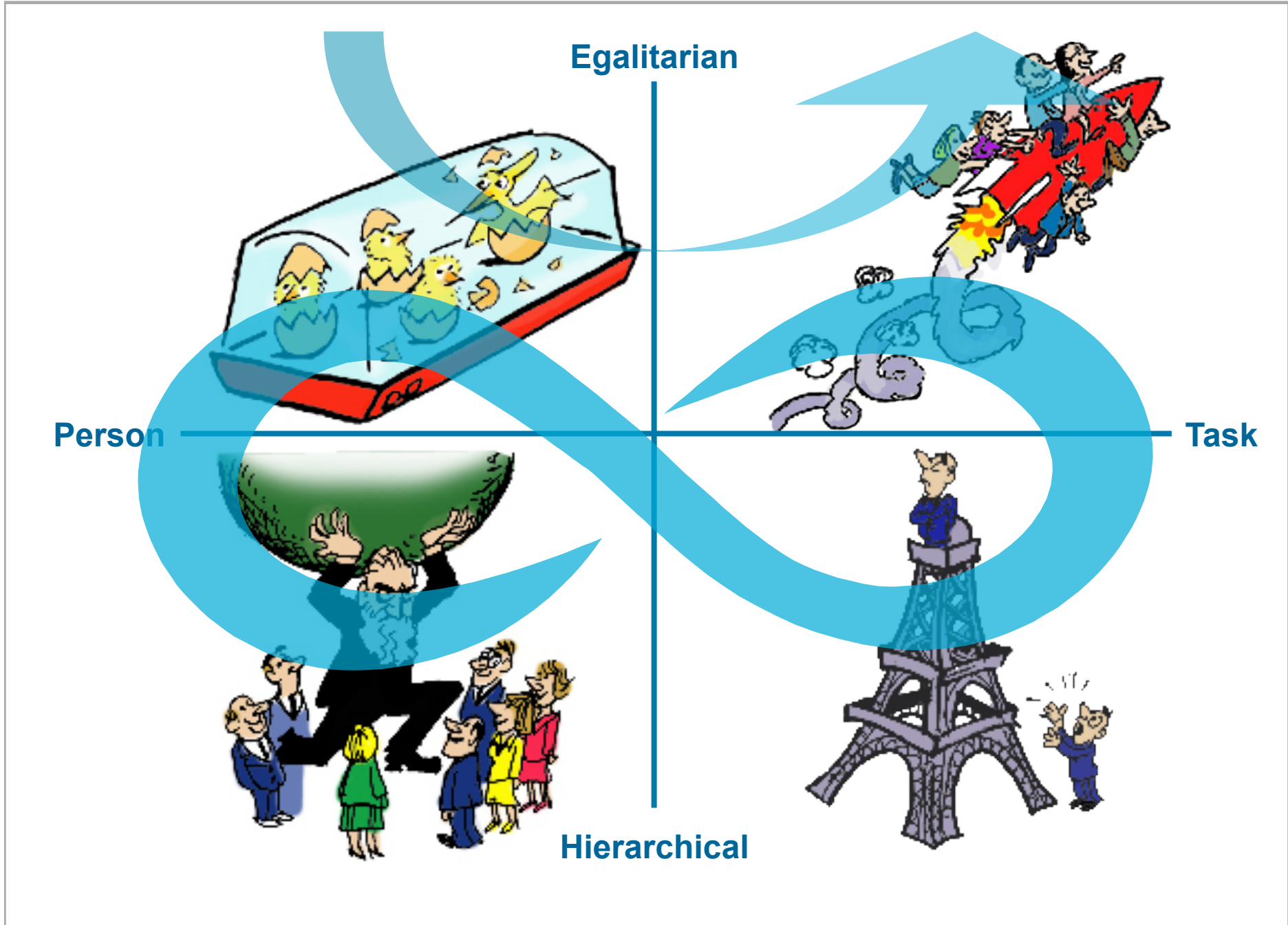
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From Implementation to Innovation

From Implementation to Innovation



Exnovation!



Program

13.30 Opening by **Prof. mr. dr. Jaap W. Winter**, Chair of Executive Board, Vrije Universiteit Amsterdam

13.40 Contextualizing the symposium theme: **prof. dr. Fons Trompenaars** and **dr. Sylvia van de Bunt**

14.10 *Beating the odds: A story of pain and success from the land of Sheba*, by **Prof. dr Nabil Sultan**,

Dean of the College of Business Administration, A'Sharqiyah University, Ibra, Oman

15.00 Workshops

16.00 Refreshments in the gathering space outside Symposium Hall, Room 12A-00

16.30 *Emotional abuse and neglect in the workplace: the case of GVB, the Amsterdam public transport company*, by **dr Joost Kampen**, management consultant Van de Bunt Amsterdam

16.50 Panel discussion with workshop leaders, delegates and MA students

17.20 *Reflections* by **Fons Trompenaars**, and future perspective for research and practitioners.

17.30 Closure

SYMPOSIUM WORKSHOPS 15.00-16.00

WORKSHOP I (15A-00):

Storytelling on Forgiveness after the Second World War, by **Judy Mensch**
of the Corrie ten Boom Foundation

WORKSHOP II (9A-32):

Effective Decision Making in Crisis Situations, by **Egbert Mulder MSc.**
Director YIC

WORKSHOP III (2A-16):

Emergency operations and the serving role of communicative leaders, by **Dr. ir. Kees Boersma**, Associate Professor Crisis Management, Faculty of Social Sciences, VU University Amsterdam

WORKSHOP IV (9A-29):

Crisis management and different lenses on the World, by **Johan Poelman MSc**, Housing cooperation, www.innergo.nl and **Jeffrey Schwerzel MSc.**
Majoor at KMA, Military Services Breda

WORKSHOP V (7A-02):

When Crisis is Opportunity in Chinese organisations, by **Dr. Mandy Cao**,
CEO CHEER China

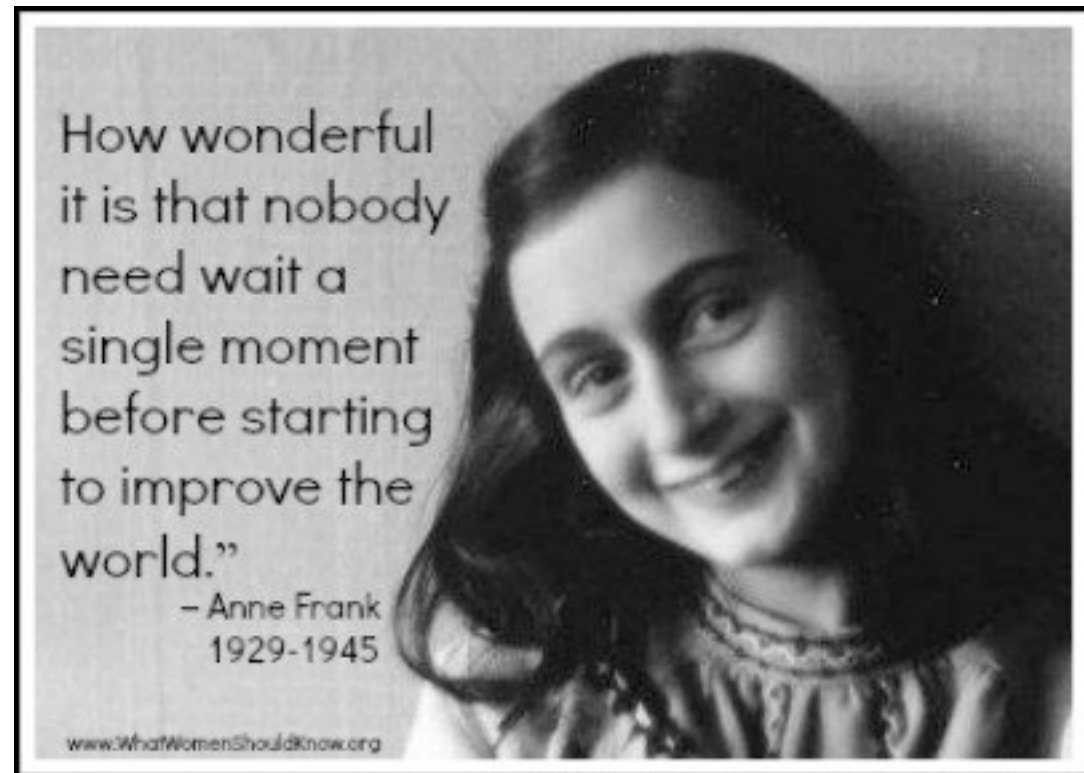
SERVUS SYMPOSIA SERIES

<i>13 April 2010</i>	SL across Cultures
<i>22 Nov. 2010</i>	SL across Education
<i>2 May 2011</i>	SL across Disciplines
<i>3 Oct. 2011</i>	SL across Cyberspace
<i>26 April 2012</i>	SL across History
<i>24 Sept 2012</i>	SL across the Orient
<i>22 April 2013</i>	SL across Communities
<i>27 Sept 2013</i>	SL across Generations
<i>14 April 2014</i>	SL across the Arts
<i>6 October 2014</i>	SL across Life paths
<i>4 May 2015</i>	SL across Crisis Situations

Servant-Leadership across Crisis Situations

- Historical perspective; on inspiration and hope
- Workplace bullying
- Crisis leadership and active listening skills
- The West-Eastern Divan Orchestra
- The Kafka button
- Discussion Statements

Anne Frank, a history of hope



Workplace bullying

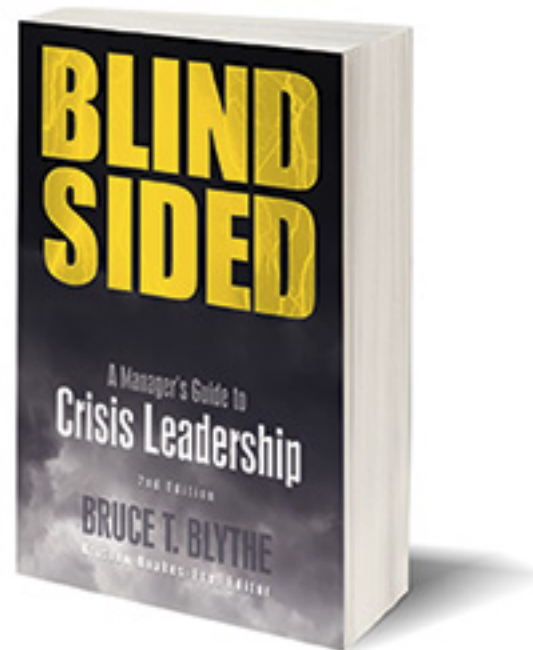


Social in- and exclusion



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The West-Eastern Divan Orchestra



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Peacebuilding in Middle-East



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**Call for VU community building
In times of bureacracy**

The Kafka Button



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DISCUSSION STATEMENTS

Discussion STATEMENT 1:

Do crisis situations require a different kind of leadership?

Discussion STATEMENT 2:

Which Servant-Leadership qualities are most important in moments of crisis?

Discussion STATEMENT 3:

Do these qualities of leadership in crisis vary across cultures?

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Thank you!