



# Servant-Leadership Across the Orient

FONS TROMPENAARS

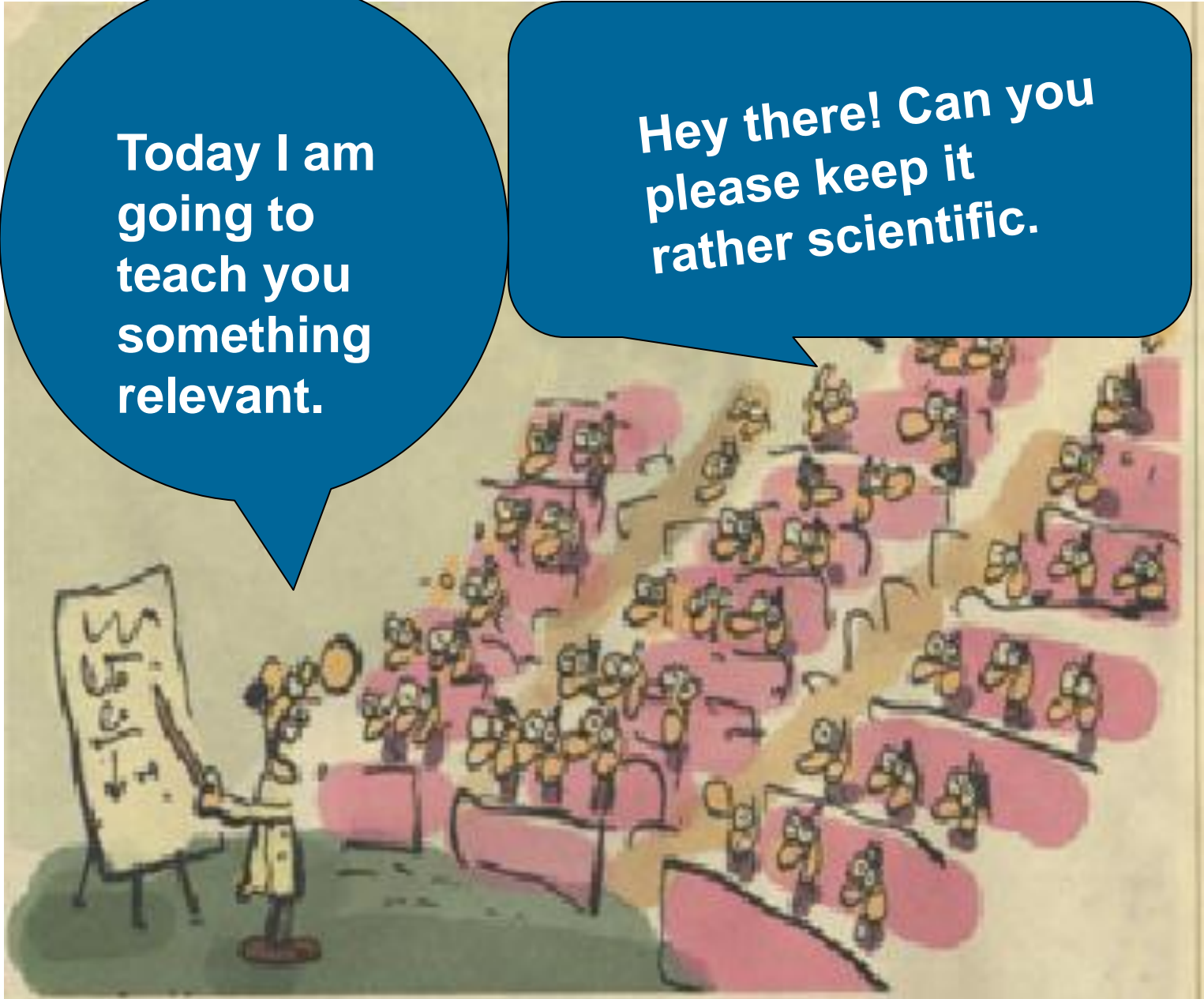
AMSTERDAM  
24 SEPTEMBER 2012



# Fusing Theory and Practice

Today I am going to teach you something relevant.

Hey there! Can you please keep it rather scientific.



# 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 is enabling others to perform better”**

Note the Hyphen

# SERVANT-LEADERSHIP ACROSS THE ORIENT



# Leadership requires two aspects working in full harmony



# Which brings us to the YING/YANG school





**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

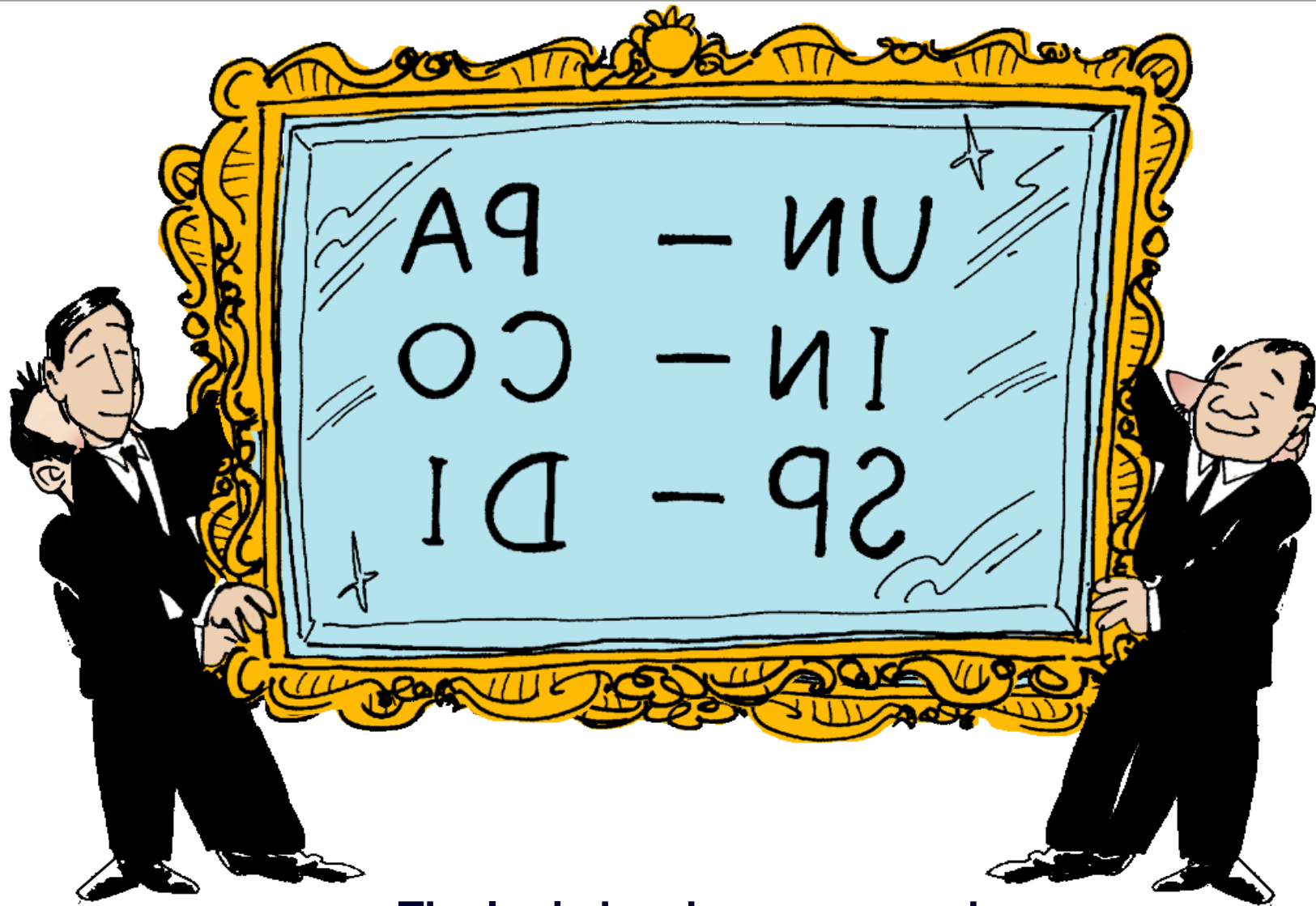
Inner versus Outer Orientation

# 01/ Universalism vs Particularism

- Consistency
- Systems, standards & rules
- Uniform procedures
- Demanding of clarity
- Letter of the law

- Flexibility
- Pragmatic
- Make exceptions
- “It depends”
- At ease with ambiguity
- Spirit of the law

# Culture as a mirror image



The logic has been reversed

But the good news is: the logics are complementary





Universalism versus Particularism



## **Individual versus Team**



Neutral versus Affective



Specific versus Diffuse



Achievement versus Ascription



Sequential versus Synchronic



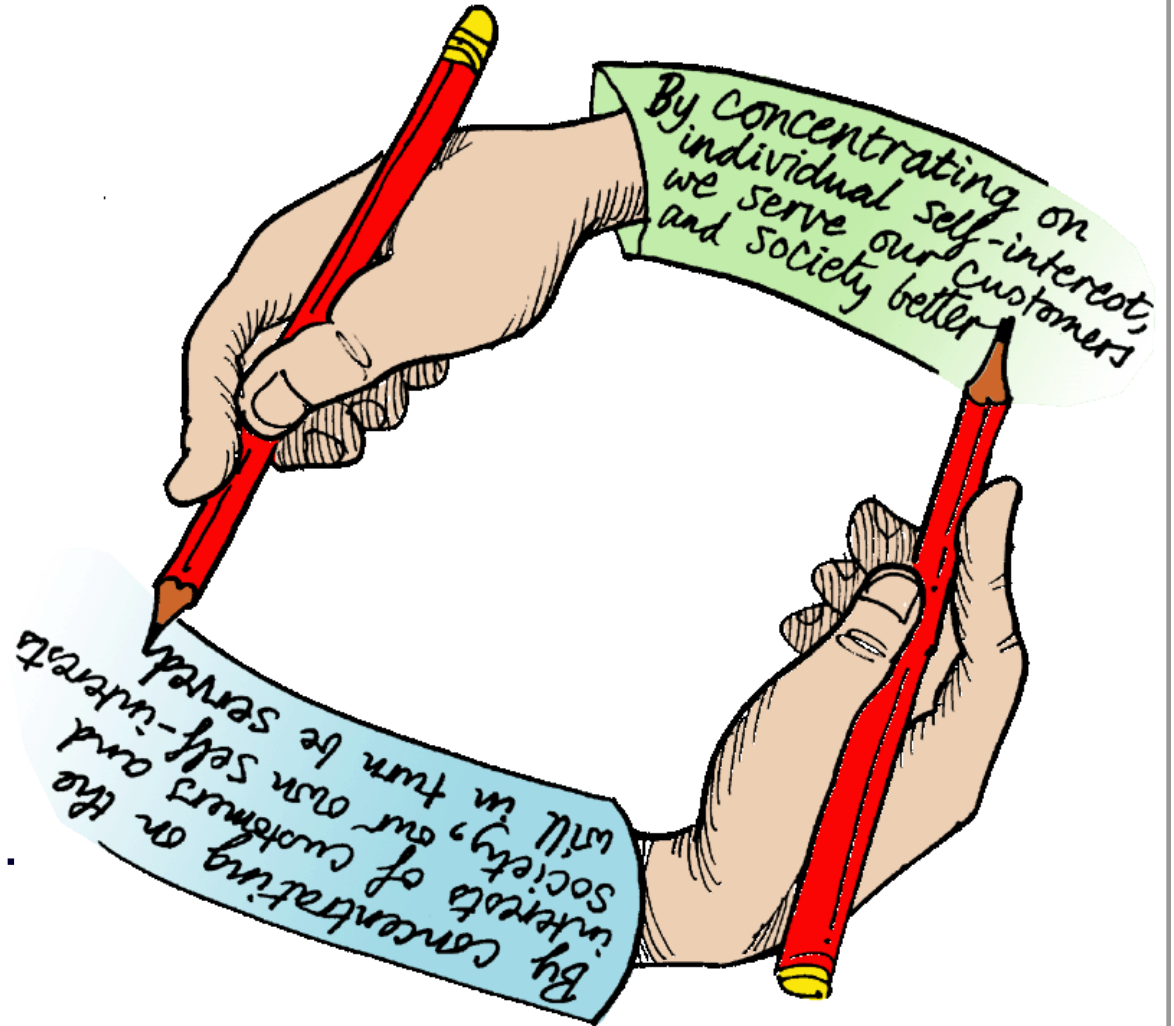
Internal versus External Control

It follows that Western logic is the reverse of...

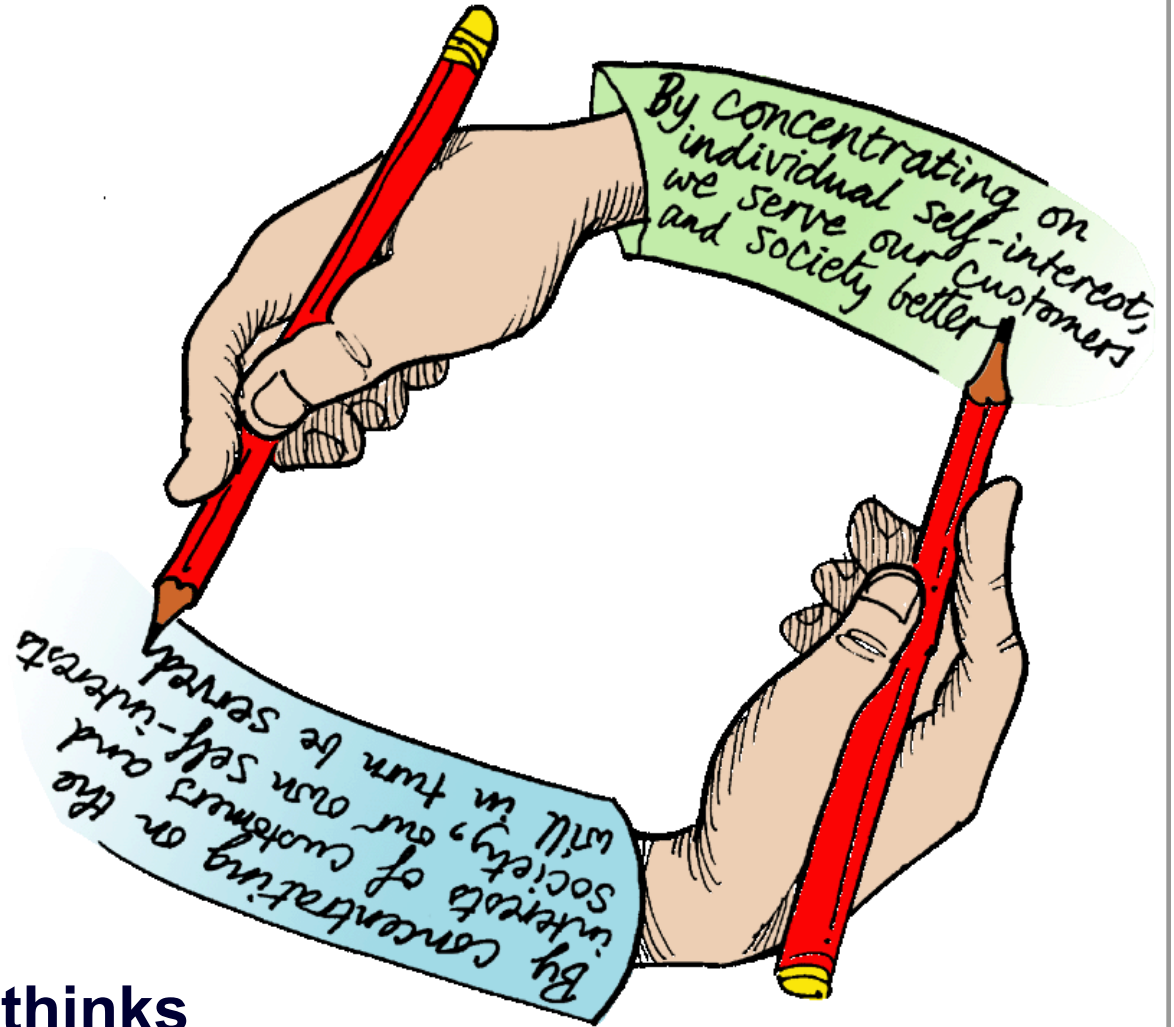
Chinese logic, so ...

Are we right?

No, we are half right...



And that if you turn the same picture upside down you will discover...



...how the other half thinks





Universalism versus Particularism



Individualism versus Communitarianism



Neutral versus Affective



04

## **Specific versus Diffuse**



Achievement versus Ascription



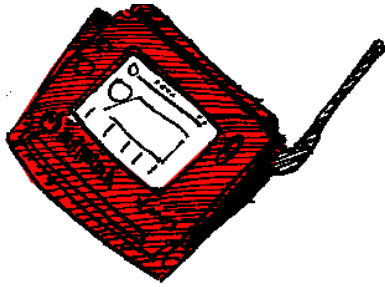
Sequential versus Synchronic



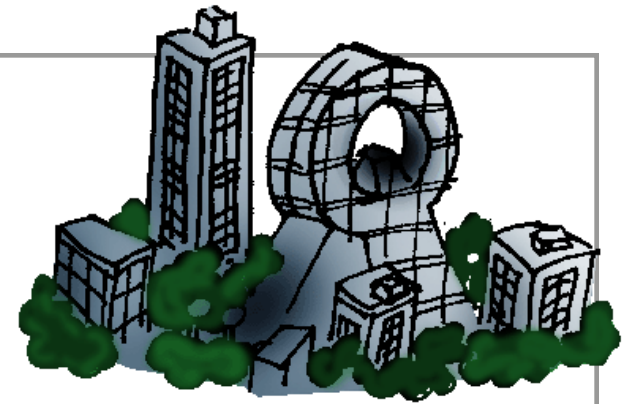
Internal versus External Control

# Singapore

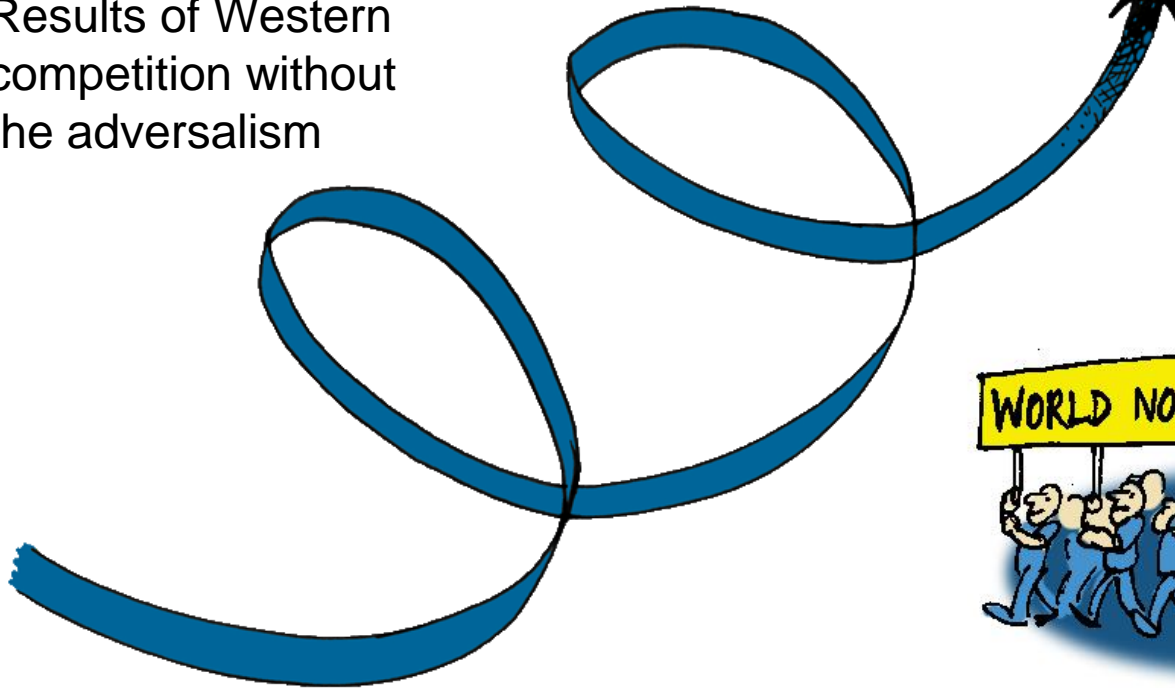
Innovation



Results of Western competition without the adversalism



Intelligent Island



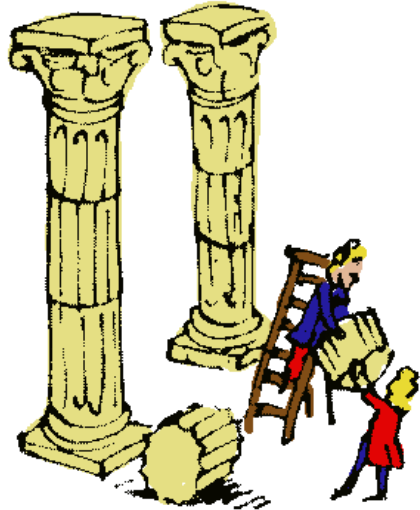
The knowledgeable employee

Refinement



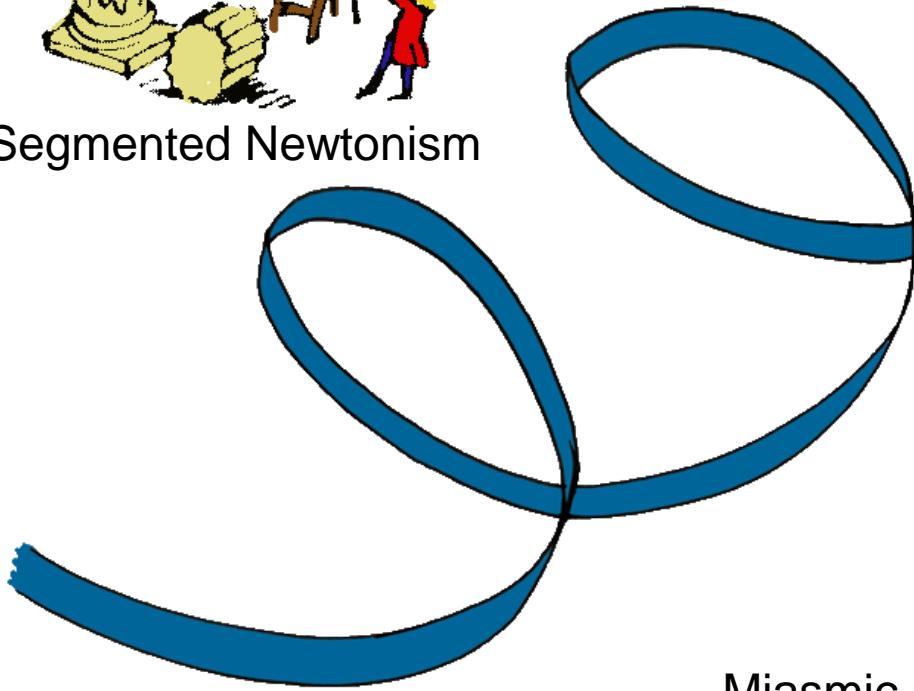
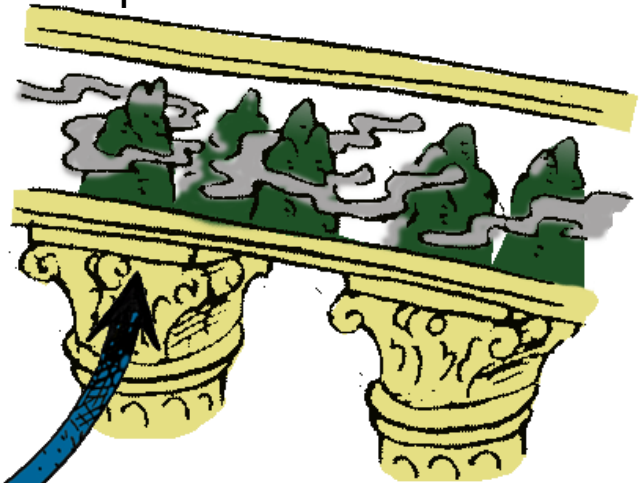


Western philosophical tradition

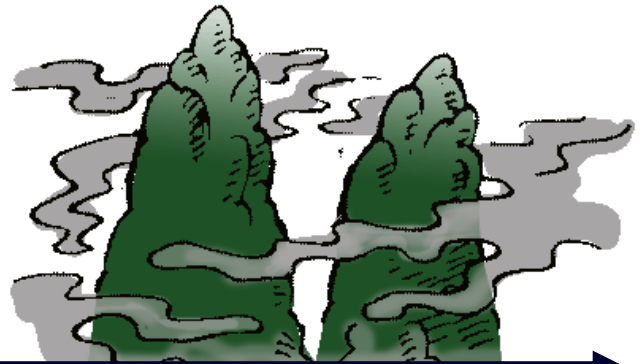


Segmented Newtonism

A genuinely new paradigm atop the old



Miasmatic mist



Chinese philosophical tradition





*Rules versus Exceptions*



*Individual versus Team*



*Control versus Passion*



*Specific versus Diffuse*



05

## **Lord versus Servant**



*Sequential versus Synchronic*

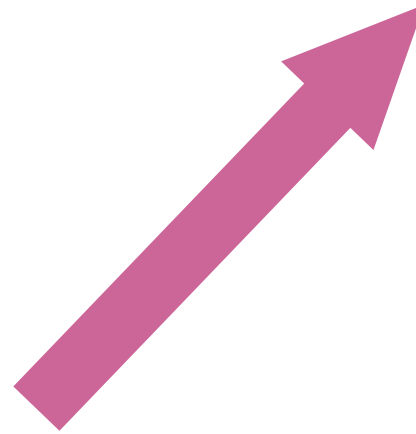
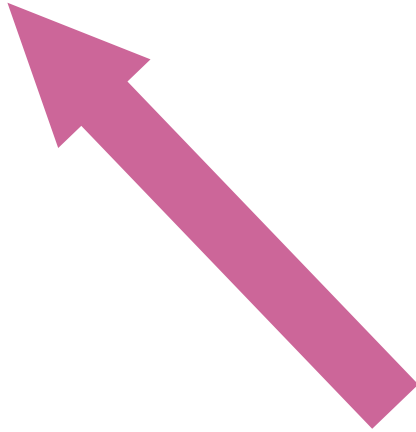


*Inner versus Outer Orientation*

## 05/ Lord versus Servant

**What You Do**

**Who You Are**



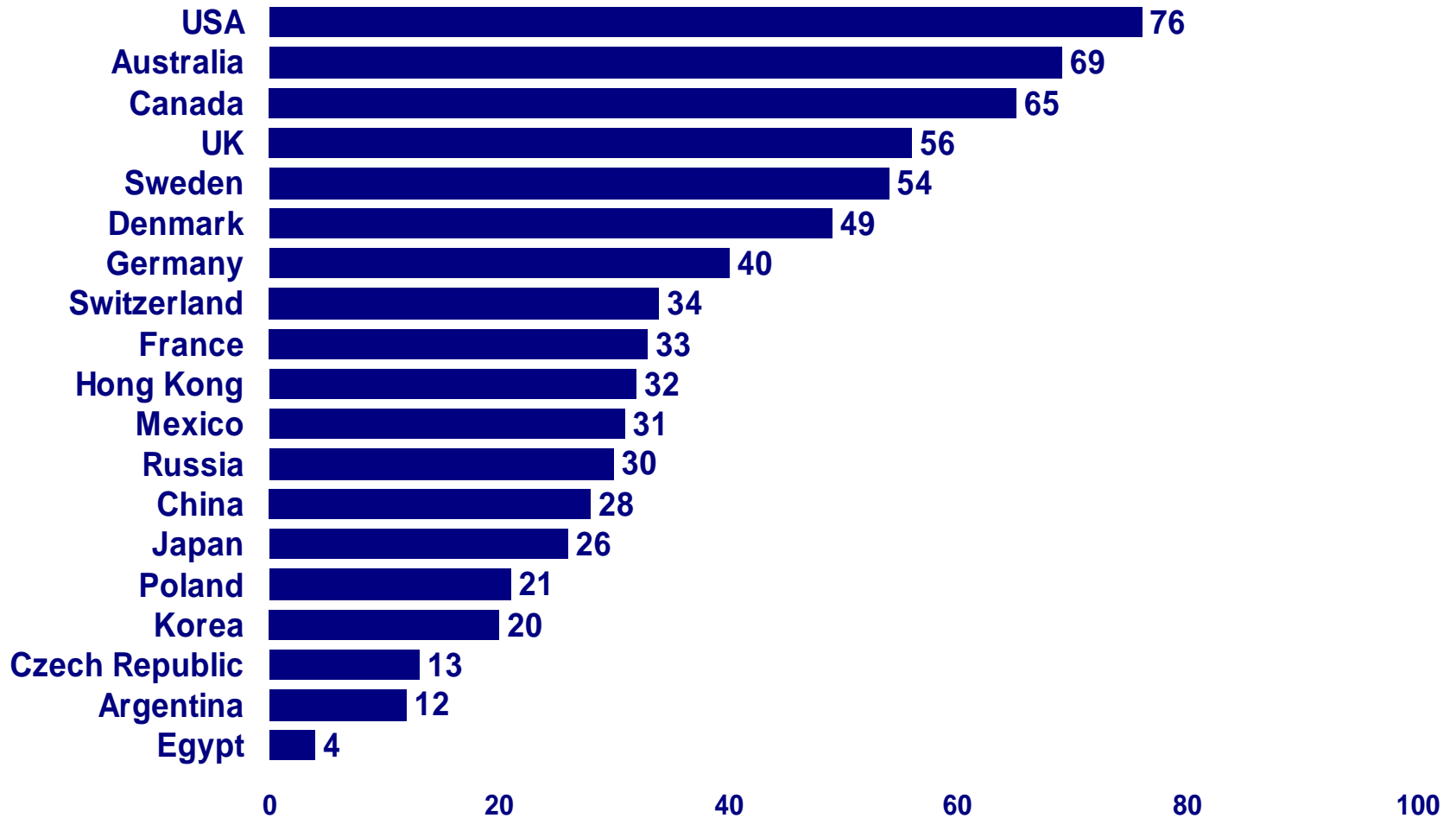
**STATUS ?**

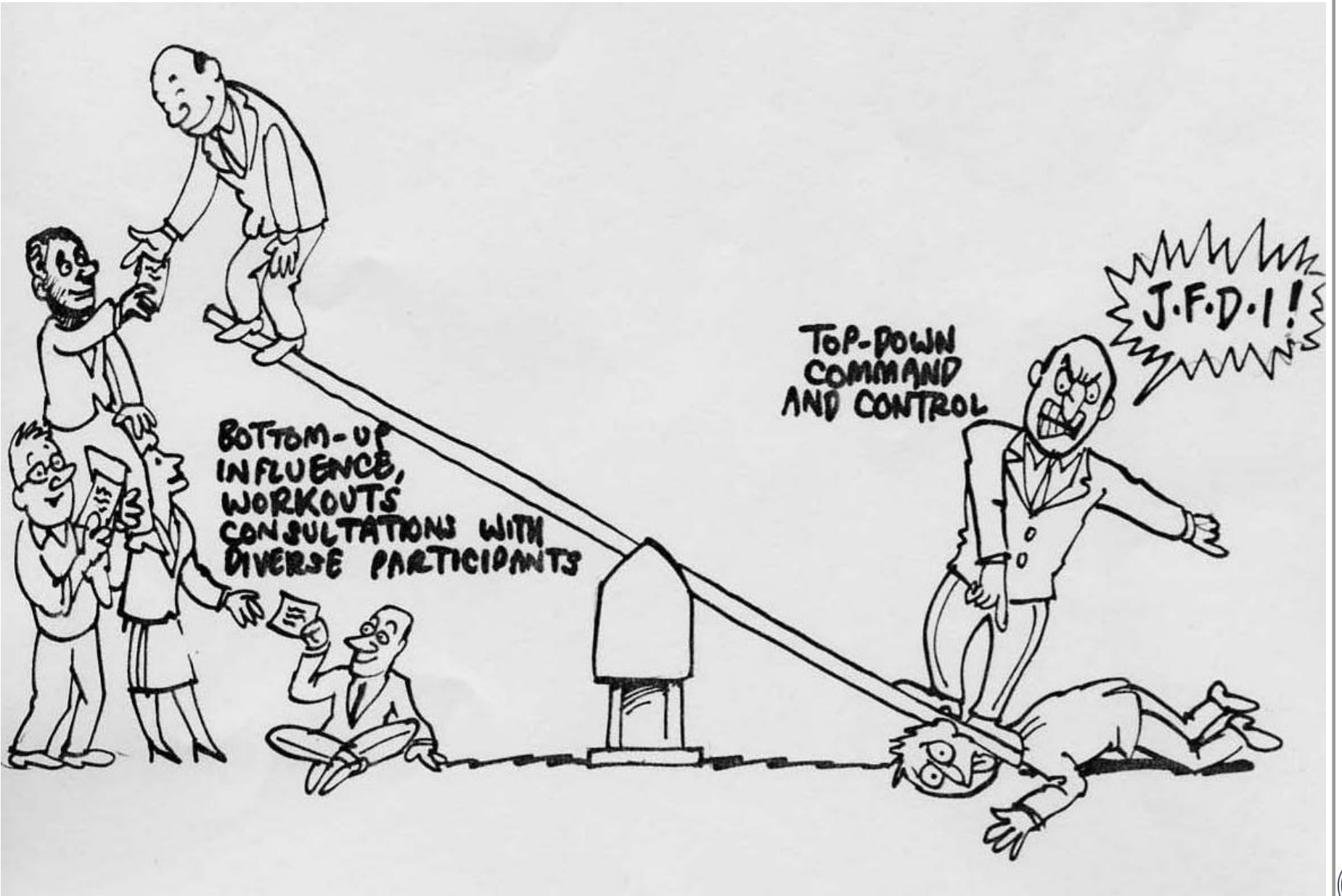
***'The most important thing in life is to act as really suits you, even if you don't get things done'***



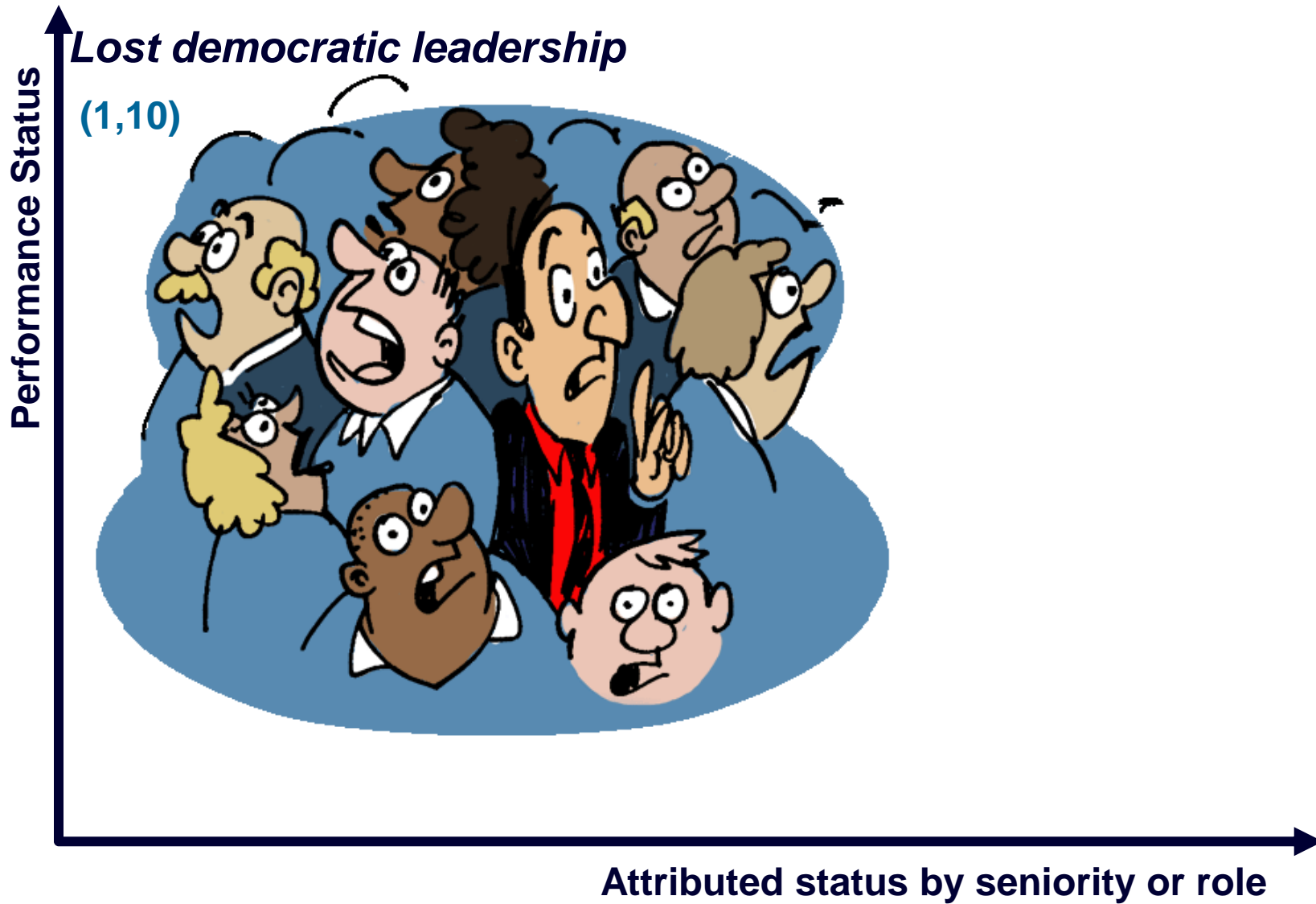
## 05/ Lord versus Servant

### Percentage not agreeing with acting as really suits you

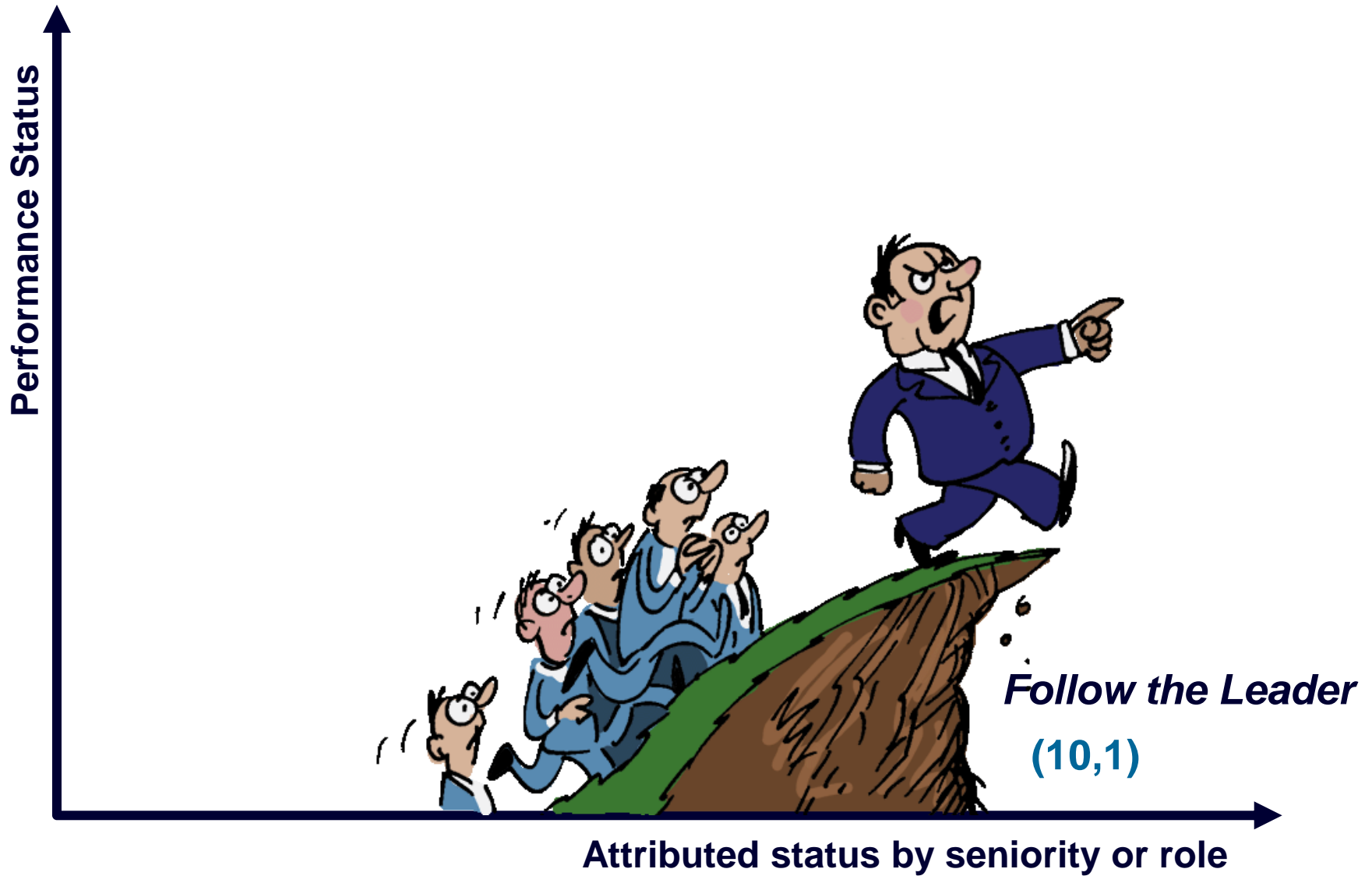




## 05/ Achievement versus Ascription

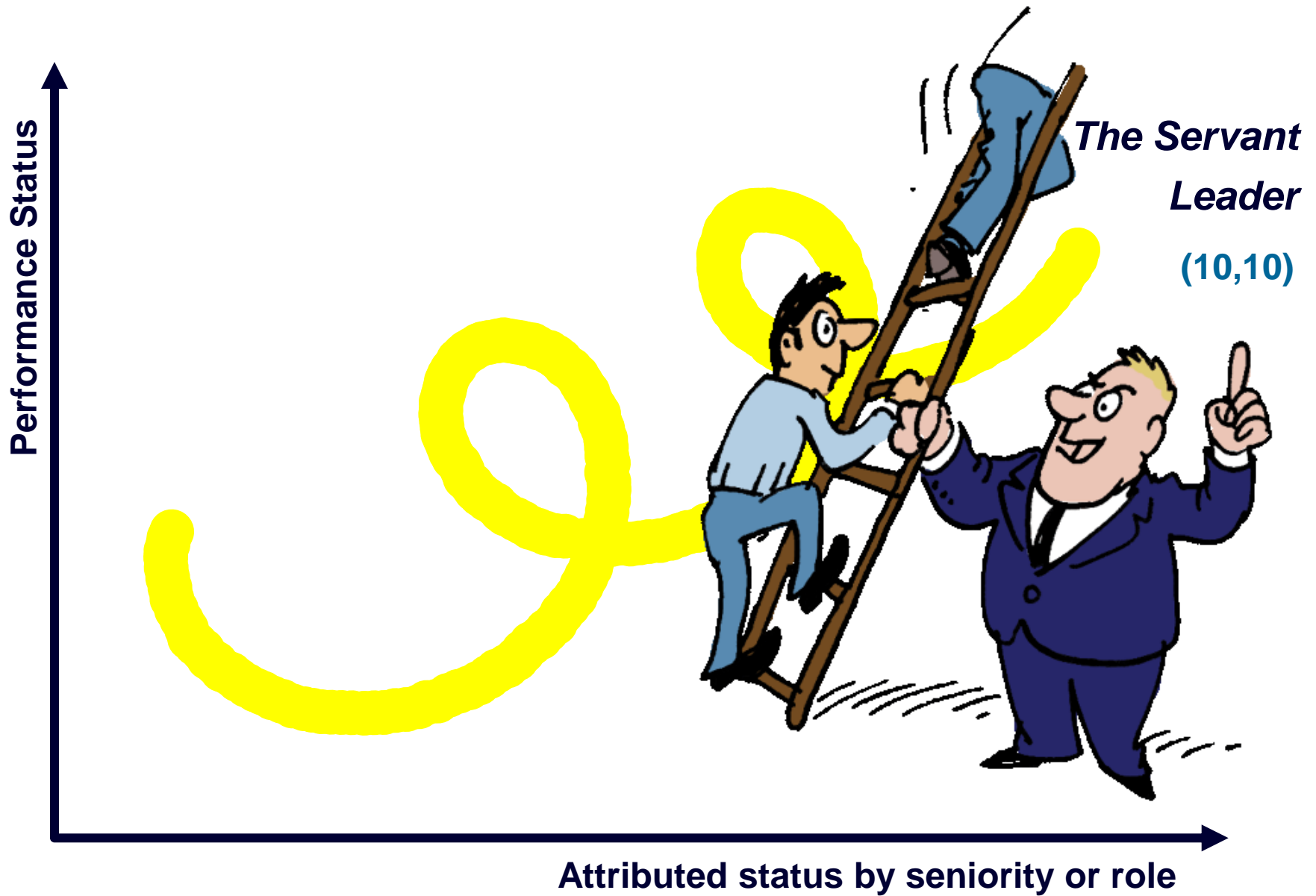


## 05/ Achievement versus Ascription

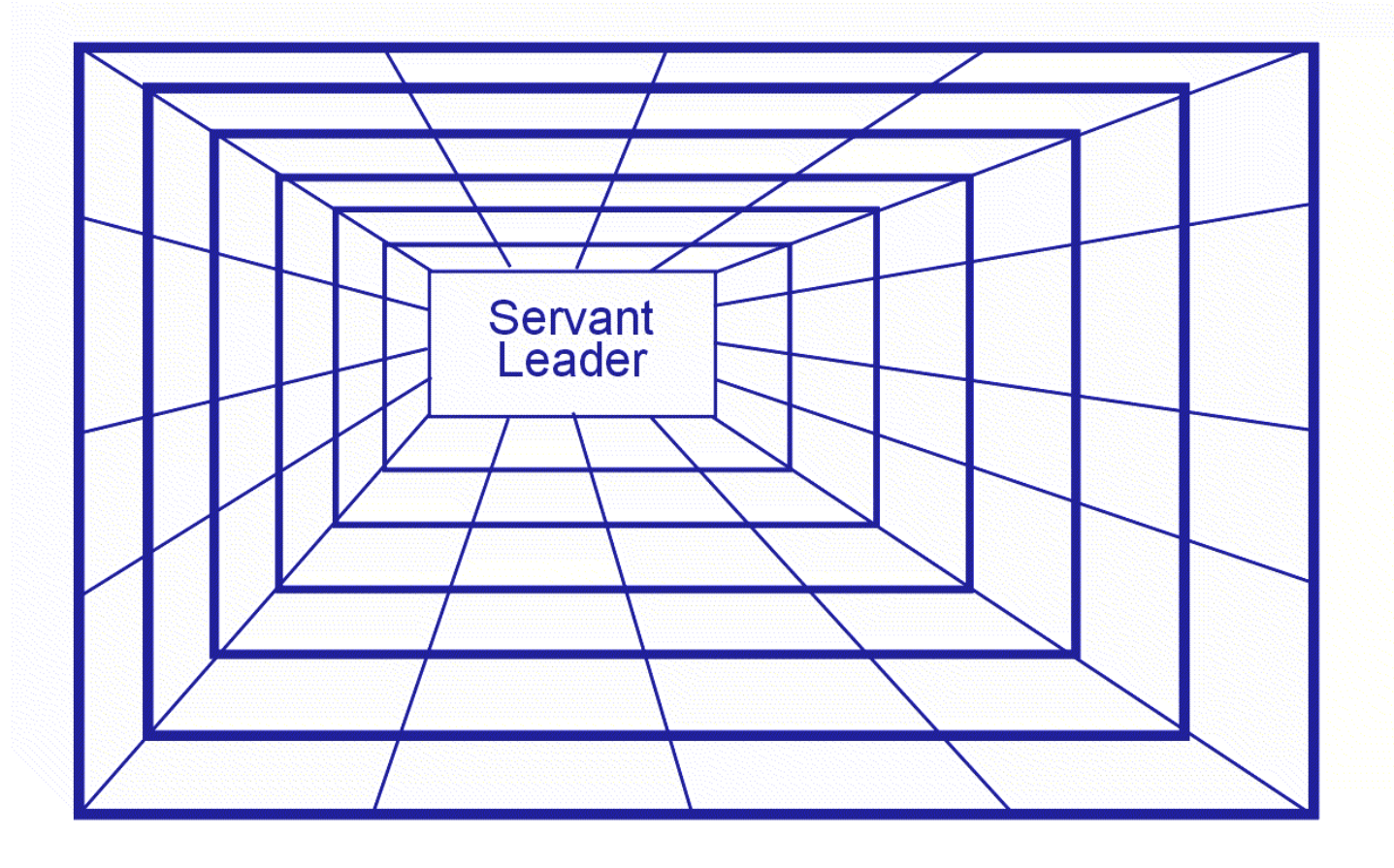




## 05/ Achievement versus Ascription



# Servant of Leader ?



## Servant Leaders...

- **Make better rules out of exceptions**
- **Let creative people work in teams**
- **Control their passions**
- **Create moments of truth**
- **Connect Inner with Outer Worlds**
- **And lead by serving**

**However...** the starting point might be different in Asian cultures so:

- **Look for the exception that proves the rule**
- **Create teams that support individual creativity**
- **Are emotional about control**
- **Create the truth of the moment**
- **Adapt internally to outside forces**
- **And serve by leading**

