Servant-Leadership across Life-Paths
6 October 2014
DRAFT

VU

SERVUS
Servant-Leadership Centre
for Research and Education
Program

13.30 Opening and contextualizing the symposium theme: by prof. dr. Fons Trompenaars and dr. Sylvia van de Bunt

14.10 Authentic leadership starts with personal leadership – Coaching and training for personal development by FEWEB Career Services, by Evgenia Lysova MSc, researcher Amsterdam Business Research Institute, VU Amsterdam

14.35 Coaching and personal advice to support your career, by Maaike Wesseling MSC, FEWEB Career Services

15.00 Workshops

16.05 Refreshments in the gathering space outside Symposium Hall, Room 10A-05

16.40 The journey through the Lof labyrinth, by Jolanda Holwerda MA, Founding Director of Lof Media

17.10 Panel discussion with workshop leaders, delegates and MA students: Meeting of minds and hearts. How to build communities across pathways of life and learn from each other?

17.45 Reflections by Ed Voerman, Founding Director of Greenleaf Center for Servant-Leadership Europe,

18.00 Closure
This approach assumes three connected stages:

1. **The Creative Individual**
2. **The Inventive Team**
3. **The Innovative Organization**
01/ Corporate Culture

- **Incubator**: ORGANIZED CHAOS, MBP, LEARNING
- **Guided missile**: STRATEGY, MBO, PAY FOR PERFORMANCE
- **Person oriented**: NETWORK, MBS, PROMOTION/POWER
- **Task oriented**: STRUCTURE, MBJD, EXPERTISE
- **Hierarchical**: Eiffel tower
- **Egalitarian**: Family
Four Corporate Cultures
The infinity loop for innovation
From Invention to Intention
From Invention to Intention

**INITIAL STRENGTHS:**
- CREATIVE
- FLEXIBLE

**WEAKNESS:**
- ANARCHY
- CHAOS

**LEADERSHIP CRISIS**

**INITIAL STRENGTHS:**
- LOYALTY/COMMITMENT
- STRONG LEADERSHIP
01/ Stage 1 Dilemmas

1. Leading participating employees *versus* respect for authority

2. Team spirit *versus* individual creativity

3. Effectiveness of teams *versus* creation of cultural knowledge about these teams
From Intention to Invasion
INITIAL STRENGTHS:
LOYALTY/COMMITMENT
STRONG LEADERSHIP

WEAKNESS:
COUNTRYCLUB
CENTRALIZATION

CRISIS OF AUTONOMY

From Intention to Invasion

INITIAL STRENGTHS:
STRATEGIC
TASK ORIENTED
CUSTOMER FOCUSED

Egalitarian
Guided Missile

Person
Task
Hierarchical
Stage 2 Dilemmas

1. Lord, servant, or servant leader?

2. How do we centralise lessons reaching us from decentralised locations?

3. Concern with process versus concern with people
Servant of Leader?
From Invasion to Implementation
Person oriented

Task oriented

INITIAL STRENGTHS:
STRATEGIC
CUSTOMER FOCUSED

WEAKNESS:
SWEATSHOP
SHORT TERMISM

CRISIS OF CONTROL

INITIAL STRENGTHS:
EFFICIENT
STRUCTURED

From Invasion to Implementation
Stage 3 Dilemmas

1. Shareholder Value versus Long Term Sustainability?
2. Meeting tough standards versus developing rapport
3. Focus on external customers versus focus on internal processes
Report ------ Rapport (Deborah Tannen)
Stage 3 Dilemmas

1. Shareholder Value versus Long Term Sustainability?

2. Meeting tough standards versus developing rapport

3. Focus on external customers versus focus on internal processes
From Implementation to Innovation
From Implementation to Innovation

INITIAL STRENGTHS:
- LEAN PROCESSES
- STRUCTURED

WEAKNESS:
- BUREAUCRACY
- INFLEXIBLE

Person

Task

Incubator

Egalitarian

Hierarchical

INITIAL STRENGTHS:
- CREATIVE
- CLIENT IS KING

CRISIS OF RED TAPE
Stage 4 Dilemmas

1. Authority of sponsor versus empowered teams
2. Inner directed versus outer directed leadership
3. Should we strive to be right first time, or make errors and correct them quickly?
4. Standardization versus Customization?
Exnovation!
Task oriented
Stage 5 Dilemmas

1. Internal versus external innovations

2. Investing in R&D efforts versus co-operating with rival companies

3. Hi-tech versus ‘hi-touch’ in virtual teams

4. Systemic versus modular innovation
Thank you!