Servant-Leadership Across the Orient

FONS TROMPENAARS

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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

Leading Self

Leading Others
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 Synchronous
Inner versus Outer Orientation
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 Synchronous
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

Specific versus Diffuse

Achievement versus Ascription

Sequential versus Synchronic

Internal versus External Control
Singapore

Results of Western competition without the adversalism

Intelligent Island

The knowledgeable employee

Innovation

Refinement

WORLD NO 1 WORKFORCE
Segmented Newtonism

Miasmic mist

Western philosophical tradition

A genuinely new paradigm atop the old

Chinese philosophical tradition
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’
Percentage not agreeing with acting as really suits you

- USA: 76%
- Australia: 69%
- Canada: 65%
- UK: 56%
- Sweden: 54%
- Denmark: 49%
- Germany: 40%
- Switzerland: 34%
- France: 33%
- Hong Kong: 32%
- Mexico: 31%
- Russia: 30%
- China: 28%
- Japan: 26%
- Poland: 21%
- Korea: 20%
- Czech Republic: 13%
- Argentina: 12%
- Egypt: 4%
Bottom-up influence, workouts, consultations with diverse participants

Top-down command and control

J.F.D.I!!
05/ Achievement versus Ascription

Lost democratic leadership

(1,10)

Attributed status by seniority or role
Achievement versus Ascription

Attributed status by seniority or role

Follow the Leader
(10,1)
05/ Achievement versus Ascription

Attributed status by seniority or role

Performance Status

Attributed status by seniority or role

The Servant Leader
(10,10)
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