Servant leadership and social engagement
Leaders and societal engagement

- When I was 11: I wanted to be a minister
- When I was 17: I wanted to be a mayor
- When I was 35: I doubted
- When I was 50: I started my own movement for social change

I shifted from focus on power to being empowered. Looking back en forward.

What develops a Leader?
How does a leader develop, what are markable steps and what are the dilemma’s?
A leader has a strong and clear vision and finds it difficult to share this with others

Whilst a Societal Change needs a shared vision

Feels like:
I am the only one who is seeing it, I am the one who can do the job best

Problem:
ego makes you believe it is true

Solution:
detached involvement
Personal development stages (by Jagdish Parikh)

1. Know Thyself
2. Act like it
3. Follow your destination
4. Manage by detached involvement
Personal development stages (by Jagdish Parikh)

1. Know Thyself
   - An old wisdom; not many people arrive at this stage
   - When you really listen to your selfknowledge, you will succeed more easy

2. Act like it
   - When you know yourself and act like it, You are easily drawn to what you are meant to do here on earth in this life. This feels like flow and gives you great satisfaction

3. Follow your destination
   - The flow holds you up here. This feels so good. But this stage is not sustainable. You are in your fire. But the fire will burn you too. You need to let go. This is a meaningful and painful moment

4. Manage by detached involvement
   - You will learn new element of yourself that adds to the knowledge of yourself; creating a new circle or learning
   - When you can detach from your destination, your fire, you can give others the opportunity to fulfill their dreams themselves. You are still there, still involved, keeper of the fireplace, and holding space
A leader has much engagement on several topics

of which some of more are out of reach

Whilst a Societal Change needs a realistic assessment of achievable steps

Feels like:
I am involved but my vision is to general/ to wide;

Problem:
Your engagement captures you; energy loss; no focus no impact

Solution:
Circle of concern and circle of influence
Circle of Concern vs. Circle of Control

How Reactive People Act
Large Circle of Concern and a small Circle of Control. A lot of time and energy is wasted reacting to issues that they can’t control.

How Proactive People Act
Small Circle of Concern and a large Circle of Control. A lot of time and energy is focused on issues that are within their control.

Circle of Concern
- The sex lives of celebrities and politicians
- The economy
- What other people think of you
- The weather
- Wars, weapons, and terrorist threats
- Where you live
- Where you work
- What you read
- What you buy
- Political views of others
- Natural disasters

Circle of Control
- Your attitude and enthusiasm
- Businesses you start
- Places you travel to
- Where you work
- What you read
- What you buy
- What skills you learn
- Leadership positions you hold
- Articles and books that you write
Circle of concern and circle of influence

Proactive Focus
Positive Energy enlarges the Circle of Influence

Reactive Focus
Negative Energy reduces the Circle of Influence
Dilemma 3

A leader can easily transform ideas into concrete acts;
this does not help in all times.

Whilst Societal change needs power to create

Feels like:
I ‘m strong, I know how it should work, let me do it, quick now

Problem:
You will burn out, ‘when you go fast, you go alone’

Solution:
Focus on purpose more than on hierarchy
**Purpose driven; roles in permanent feedback**

**HOLACRACY VS. HIERARCHY**

**Holacracy** takes powers traditionally reserved for executives and managers and spreads them across all employees.

**SUPER-CIRCLE**
One that contains sub-circles. This could be Marketing.

**ROLE**
A task related to a function. This could be Social Media Producer.

**SUB-CIRCLE**
Each is dedicated to a function. This could be Digital Advertising.

In a **traditional hierarchy**, layers of management establish how products are approved and monitored.

**CEO**

**UPPER MANAGEMENT**

**MIDDLE MANAGEMENT**

**SUPERVISORS**

**STAFF**
Purpose guides each others roles
How to work purpose driven

Purpose that is found in society

Societal issues

- The shift, horizontalisation, the transformation, glocalisation, routine and innovation, formal en informal, equality and discriminate, market vs commons

Task holders

- Local Government
- Social landlords
- Care institution
- Welfare trust
- Assurance Banks
- Retailer
- Regional Government
- Central Government

Business organisation is organised based in silo’s, towards the clients/ taskholders

‘Logic’

- Local government
- Housing market
- Care market
- Care market
- Care/Fin market
- Business market
- Regional Government
- Central Government

Purpose driven propositions touch different taskholders

Energy transition
Social Enterprises
Digitalisation

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