Servant Leadership Across Disciplines

FONS TROMPENAARS
SYLVIA VAN DE BUNT

AMSTERDAM 2 MAY 2011
Einstein: "You can't solve a problem at the same level it was created it!"

Whilst all organizations share the same types of problems during these difficult times, their approach to them is usually culturally biased and often set in their past.

New innovative solutions are required that are grounded in sharp strategy, understand the organization's values, reconcile the competing demands of the perspectives of all stakeholders including shareholders, employees and customers, plus solid branding and impeccable design.
A) Creativity unifies diverse ideas

Many of which come from different academic disciplines ...
B) Creativity unifies diverse ideas -
Indeed creativity requires values that are typically seen as OPPOSITES!
G) Creativity unifies diverse ideas

Arthur Koestler described *The Act of Creation* as a bi-sociation of ideas previously REMOTE from each other.
D) Innovation occurs between cultures –
Especially the Arts and Sciences

Reconceiving the question

Finding the answer
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”
Servant Leadership (Greenleaf)

“Servant Leadership is enabling other disciplines to perform better”
Ik heb ook het etymologisch woordenboek erop nageslagen en daar staat dat 'discipline' afkomstig is van het Latijnse woord 'disciplina', een 'instructie die gegeven wordt aan een disciple (een leerling)'. Het woord 'disciple' komt van Latijnse 'dicipere' dat 'doorgronden' en 'volledig begrijpen' betekent. De leerling is diegene die de instructie, die aan hem of haar gegeven wordt, volledig probeert te doorgronden en te begrijpen. Het woord discipline heeft dus die twee aspecten; het oefenen in het luisteren en het volgen én het volledig proberen te begrijpen van de instructie, die ons gegeven wordt.
Discipline (Buddha)

Eerwaarde Baldwin Schreurs

Aan beide kanten van het altaar staat een beeldje. Aan de rechterkant staat Avalokiteshwara, in het Japans 'Kanzeon' genoemd, die 'mededogen' verpersoonlijkt. Aan de andere kant staat Acalanatha, die 'standvastigheid' verpersoonlijkt. In het Japans wordt hij 'Fugen' genoemd - en die twee hangen samen. In feite drukken beide beeldjes hetzelfde uit en dat is het vermogen om te 'zitten' (of 'staan') in het hier en nu en het toelaten van - maar zich niet verliezend in - de gedachten en emoties van dit moment, luisterend naar de intuïtieve wijsheid van het hart. Ook het volgen van het hart is een discipline.
Servant Leaders

• Make better rules out of exceptions
• Discriminate positively through achievements
• Reduce Costs through Developing people
• Connect Inner with Outer Worlds
• Innovate through Discipline
• Give Strategic Clariy through Operational Agility
• Synchronize Sequences
• And lead by serving
Rules versus Exceptions
Individual versus Team
Control versus Passion
Specific versus Diffuse
Lord versus Servant
Sequential versus Synchronic
Inner versus Outer Orientation
Rules versus Exceptions

Individual versus Team
Control versus Passion
Specific versus Diffuse
Lord versus Servant
Sequential versus Synchronous
Inner versus Outer Orientation
<table>
<thead>
<tr>
<th>Universalism</th>
<th>Particularism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistency</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Systems, standards &amp; rules</td>
<td>Pragmatic</td>
</tr>
<tr>
<td>Uniform procedures</td>
<td>Make exceptions</td>
</tr>
<tr>
<td>Demand clarity</td>
<td>“It depends”</td>
</tr>
<tr>
<td></td>
<td>At ease with ambiguity</td>
</tr>
</tbody>
</table>
01/ Universalism

Friend has no/some right and would not help

- Switzerland: 97%
- Canada: 93%
- USA: 93%
- Sweden: 92%
- United Kingdom: 91%
- Australia: 91%
- Netherlands: 90%
- Germany: 87%
- Czech Rep: 83%
- France: 73%
- Singapore: 69%
- Japan: 68%
- India: 54%
- China: 47%
- Russia: 44%
- Korea: 37%
- Venezuela: 32%
01/ Belbin team role dilemma
The Particular Idea versus the Universal Evaluation
Belbin Team roles

Particular Creative Ideas

Universal Critical Appraisal
Universalism versus Particularism
Individual versus Team
Neutral versus Affective
Specific versus Diffuse
Achievement versus Ascription
Sequential versus Synchronous
Internal versus External Control
DEPENDENE

EXPERT INPUT

HEAT WITHOUT LIGHT

INDEPENDENCE
Universalism versus Particularism
Individualism versus Communitarianism
Neutral versus Affective

Specific versus Diffuse
Achievement versus Ascription
Sequential versus Synchronic
Internal versus External Control
A boss asking to paint his house

The colleague argues:
You don’t have to paint the house if you don’t feel like it. He is your boss in the company. Outside the company, he has little authority.

The subordinate argues:
Despite the fact that I don’t feel like it, I will paint the house anyway. He is my boss and you cannot ignore it outside your work either.
Would not paint the house

<table>
<thead>
<tr>
<th>Department</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>R&amp;D</td>
<td>66%</td>
</tr>
<tr>
<td>HR</td>
<td>67%</td>
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<tr>
<td>LGL</td>
<td>72%</td>
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<tr>
<td>ADM</td>
<td>75%</td>
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<tr>
<td>FIN</td>
<td>76%</td>
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<tr>
<td>MKT</td>
<td>79%</td>
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<tr>
<td>PA</td>
<td>92%</td>
</tr>
</tbody>
</table>
From the Balanced to the Integrated Score Card
From the Balanced to the Integrated Score Card

Specific Financial Performance

Diffuse Development of People
Specific financial performance

Cost cutting yourself

Integrated growth:
Train for Cost Cutting

Subsidised seminar

Interests in future innovating and learning
Rules versus Exceptions
Individual versus Team
Control versus Passion
Specific versus Diffuse
Lord versus Servant
Sequential versus Synchronic
Inner versus Outer Orientation
A. What happens to me is my own doing.

B. Sometimes I feel that I do not have enough control over the direction my life is taking.
07/ Internal versus External Control

What happens to me is my own doing

<table>
<thead>
<tr>
<th>Functional scores in %</th>
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<tbody>
<tr>
<td>PA</td>
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<td>ADM</td>
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<td>MKT</td>
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<td>IT</td>
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</tbody>
</table>
DETACHMENT

MONASTIC ISOLATION

ATTACHMENT
DETACHMENT

MONASTIC ISOLATION

CAUGHT IN THE WEB

ATTACHMENT
DETACHMENT

MONASTIC ISOLATION

ATTACHMENT

BACK IN CONTROL

CAUGHT IN THE WEB
Core Proposition

“Servant leaders have the propensity and competence to help organizations reconcile dilemmas between disciplines for better performance”
Rules versus Exceptions

Individual versus Team

Control versus Passion

Specific versus Diffuse

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’
Percentage not agreeing with acting as really suits you

- Aerospace: 80%
- Motor vehicles: 75%
- CIOs/IT: 64%
- Clothing: 44%
- Pharmaceuticals: 37%
- Academic: 36%
- Consulting: 35%
- Aerospace: 34%
- Telecom: 33%
- Food: 32%
- Bank: 32%
- Petroleum refining: 30%
- Detergents: 25%
- Photographic: 25%
- Furniture: 25%
- Beverages: 24%
Achievement versus Ascription

Lost democratic leadership

Attributed status by seniority or role
05/ Achievement versus Ascription

Attributed status by seniority or role

Follow the Leader

(10,1)
Achievement versus Ascription

Attributed status by seniority or role

The Servant Leader

(10,10)
Servant of Leader?
Core Ideology
- Key Purpose (why we exist)
- Core Values (what we stand for)

Envisioned Future
- 5-10 yr Big Hairy Audacious Goal
- A vivid description

Source: Collins & Porras
Building a Organizational vision

Envisioned Future

- 5-10 yr Big Hairy Audacious Goal
- A vivid description

What are we going for?

Source: Collins & Porras
Big Hairy Audacious Goal

- By the year 2015 we educate at least 50 future servant leaders by enabling them to bridge practical applications out of state-of-the-art research
Building a Organizational vision

Core Ideology

What do we stand for?

Core Ideology
- Key Purpose (why we exist)
- Core Values (what we stand for)

Source: Collins & Porras
Key Purpose

• To serve a future generation of leaders to practice the principles of SL through the development of a robust new paradigm of leadership that is effective in diverse environments
SLCRE Symposia on Servant-leadership representing our mission:

13 April 2010   SL across **cultures**
22 Nov. 2010    SL across (higher) **education**
2 May 2011      SL across **disciplines**
SLCRE Symposia on Servant-leadership representing our mission:

*Autumn 2011*  SL across **cyberspace**

*Spring 2012*  SL across **history**
14.10 Servant-leadership across Disciplines will be highlighted from different perspectives by the following dedicated workshop leaders:

WORKSHOP 1 (Room BV 0H-19): *Leadership, reward and positive behavior support*, by **dr. Marius Rietdijk**,

WORKSHOP II (Room BV 0H-20): *Conversion, sin, salvation and other crucial business concepts; an historical view on servant-leadership*, by **dr Maarten Wisse**,

WORKSHOP III (Room BV 0H-21): *Case: community building and medical care in South-African townships*, by **Prof. dr Marceline van Furth, Desmond Tutu chair, VUmc**

WORKSHOP IV (Room BV 0H-54): *Rethinking and redesigning the VU’s commitment to its institutional social responsibility on a global scale* by **Kees Kouwenaar**

WORKSHOP V (Room 1H26): *Case studies on servant-leadership across disciplines*, by **Bart Aupers, Laura Doorneweerd**

15.10 COFFEE & TEA BREAK in Foyer near Auditorium

15.45 *Servant-leadership across landscapes* by **Tom Cummings**, co-author of *Leadership Landscapes, visiting faculty at the University of Cambridge, Judge Institute UK, Replaced by ondergetekende*

16.00 Meeting of minds, how to connect disciplines and learn from each other? Panel discussion with an introduction by **Prof. dr George Harinck, Prof. dr Marceline van Furth, and Ronald Kroeze MA** and chaired by dr Harry Wels and dr Sylvia van de Bunt-Kokhuis (SLCRE, co-director).

17.00 Closure and review of today’s event *VU and diversity; a call for servant-leadership*’ by **Prof. dr Bert Musschenga**,

17.15 Refreshments
1. To develop our people **versus** to become more cost conscious

2. Reward our people for their mastery **versus** Reward our shareholders for their faith in us

3. Keep short-term cash flow **versus** Invest in long-term sustainability

4. Reputation in wider community **versus** serve our customers wants

5. Global or standardized) products **versus** local tastes, particular markets

6. Customer is always “right” **versus** anticipate customers needs

7. Equal opportunities **versus** positive discrimination

8. Operational Agility **versus** strategic clarity

9. Leverage intellectual capital **versus** innovative projects

10. Satisfy our customers at all costs **versus** shareholder value

Corporate Effectiveness & Efficiency

Employee Development & Learning

Satisfaction of the Client

Shareholder Returns & Financial Performance

Contributions to Society

Satisfaction of the Client

Corporate Effectiveness & Efficiency

Employee Development & Learning

Shareholder Returns & Financial Performance

Contributions to Society
How can you live servant-leadership in your professional role across disciplines (listening to other disciplines, dilemma reconciliation, lecturing, managing, second generation Greenleaf, ability to integrate the landscapes of life and work)?
Work with all colleagues from the assumption that potentially everybody can be 'right', no matter how big the differences in thinking or disciplinary differences.
How can you live servant-leadership in the content you represent (standardized curriculum & diversity dilemmas, research approach, bridging theory-practice, connect research with culture, art, etc. across disciplines)?
Treat all content naively open, but with a sensitive and critical eye for its theoretical, socio-political, socio-economic, and socio-cultural implications and consequences.
How can you live servant-leadership in your organization (norms, values, code of conduct, connectivity, reciprocity, meaning, adapt to changing circumstances and dilemmas across disciplines)?
Statement 3 Panel discussion (con’t)

Lead by example and appreciate all contributions people bring to an organization, even if sometimes they seem counterproductive.
THANK YOU!

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PASSWORD  Discipline2011

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