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*UNESCO symposium  
Cross Cultural Sustainability*

*Keynote Testimonials from the international MSc students  
16 May 2024*



School of Business  
and Economics

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## Testimonials

Keynote Svetlana Khapova



Reflecting on her speech, I was particularly struck by the emphasis on how sustainability extends beyond just the climate to encompass people and human well-being. This broader view of sustainability is vital because it recognizes that the health of our planet is intrinsically linked to the well-being of its inhabitants. The focus on human sustainability highlights the need for companies to prioritize the happiness and satisfaction of their employees, not merely as a corporate slogan but as a fundamental business strategy. It is evident that while many companies claim that "nothing is more important than people," they often fall short of achieving the goal of creating a genuinely supportive and fulfilling work environment. This disconnect is starkly illustrated by the rising instances of employee burnout. Burnout has become a pervasive issue, signaling that the current work environments are not conducive to long-term employee well-being. It underscores a critical failure in our corporate culture, where the relentless drive for productivity and efficiency often overshadows the need for a humane and balanced work life.

As leaders, we bear a significant responsibility not just to extract value from our workers but to provide value to them in return. This reciprocal relationship is essential for fostering a positive and productive work environment. We must move beyond viewing employees as mere cogs in the corporate machine and start recognizing them as vital contributors whose well-being is crucial to the overall success of our organizations. Creating a good working environment involves more than just providing fair compensation and benefits; it means cultivating a workplace culture that supports mental health, encourages work-life balance, and values the individual contributions of each employee. By doing so, we can ensure that our teams are not only productive but also happy and satisfied, which ultimately leads to sustainable success for both our people and our business. (14 Far)

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During the "Cross-Cultural Sustainability" (CCS) symposium at VU University Amsterdam, several keynote speakers emphasized the crucial importance of cultural diversity and sustainability for world peace and social progress. Prof. Dr. Svetlana Khapova, head of the Department of Management and Organization, welcomed everyone and then highlighted several important issues from which I would now like to highlight the core message.

Dr. Svetlana Khapova therefore had a central message as she spoke: sustainability and world peace are inseparable. Khapova explained that this symposium, the first with UNESCO at VU, is an important milestone in the cooperation between the two institutions. According to Khapova, the topic of intercultural sustainability is no longer an abstract concept, but an urgent issue that affects us all, especially considering climate change and other global challenges.

Khapova emphasized that people must be the center of any organization and that the wellbeing of individuals is crucial to achieving sustainable goals. She pointed to the problems of burnout and other health problems that arise when organizations do not put their employees first. This underscores the need for leaders to be empathetic and people-oriented, qualities that are essential to building sustainable communities.

Prof. Dr. Jeroen Geurts -Rector Magnificus VU Amsterdam built on Khapova's points by emphasizing that both VU and UNESCO are driven by a strong commitment to people and building a better world. He called for a collaborative approach to complex problems through knowledge and skills and emphasized the importance of molding students into global citizens, a vision that closely aligns with UNESCO's goals.

Svetlana Khapova emphasized the mission we now have as a society: peace in the world. UNESCO is at VU for the first time, and they are here to stay, she indicated. Cultural sustainability is no longer far from our minds; today we are concerned about climate change and human well-being. Sustainability is closely linked to world peace. Something important is happening. Nothing is more important than people.

The symposium highlighted the urgency of global sustainability and the need to bridge cultural differences. Speakers emphasized that leadership in the modern world requires a holistic approach, embracing differences and focusing organizations on the well-being of people. Through cross-cultural collaboration, we can not only build sustainable communities but also contribute to peace and inclusiveness worldwide. VU and UNESCO continue to work together on this mission, combining science and community engagement to make a positive impact on the world. (28 Goe)

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In the UNESCO symposium Cross-Cultural Sustainability, several keynote speakers presented thought provoking insights on topics such as fostering human sustainability, addressing global crises, and bridging cultural gaps. Especially Prof. Dr. Svetlana Khapova's keynote resonated deeply with me. Her core message was that human sustainability, which includes ensuring the well-being of individuals within organisations, is crucial. Even though organisations are aware of the importance of people, many fail to create environments that truly support and empower their employees. This leads to adverse effects such as burnout and unhealthy work behaviours. Having completed a Master's in Organisational Psychology, Khapova's emphasis on human sustainability aligns with my understanding that employee well-being is fundamental to organisational success. It is a shame that organisational practice does not optimise these conditions for neither employees nor organisational success. Instead, the need for genuine, people-centric approaches continues to rise. Organisations should

implement practices that genuinely support and empower employees. For example, by providing opportunities for professional growth, offering mental health resources, and fostering a culture of recognition and appreciation. Although, I do understand that this is often easier said than done, I still have a strong desire to work in environments that not only value their employees in words but also in actions. I hope I will be able to find my organisation where this is the standard and not a goal. The symposium reinforced my belief that cross-cultural awareness and inclusive practices are essential for building resilient and innovative workplaces, where every employee can thrive. These insights will guide my efforts to contribute to such environments in my future career. (37 Jan)



### Keynote Jeroen Geurts



In his speech at the Cross-Cultural Sustainability (CCS) UNESCO Symposium Rector Magnificus Professor Jeroen Geurts delivered a thought-provoking message that challenged the audience to embrace complexity in the pursuit of a sustainable future. Geurts argued against fearing the intricate web of challenges facing our world today. Instead, he advocated for a deep dive into this complexity, emphasizing the need for a global perspective to address issues like climate change, social inequality, and conflict. In his own words ‘We shouldn’t fear complexity, but rather study and understand it’. He highlighted the crucial role of UNESCO heritage sites in fostering cross-cultural understanding. These sites, he suggested, serve as tangible bridges between cultures, offering valuable insights into different ways of life and thought. Similarly, Geurts placed a strong emphasis on the role of art and artists in the CCS conversation. He highlighted the vital importance of artistic freedom as a catalyst for understanding across cultures. Art, he argued, transcends language barriers and allows us to connect on a deeper, more human level. By merging together these ideas, Geurts painted a picture of CCS as a dynamic and multifaceted field. It requires not just scientific and technological solutions, but also a

commitment to embracing the richness and complexity of human experience across cultures. Understanding the narratives and expressions captured in art appears to be a cornerstone of this approach, fostering empathy and facilitating collaboration in a world grappling with interconnected challenges.

In conclusion, Geurts' speech served as a call to action. He urged the audience to move beyond simplistic solutions and delve into the complexities of cross-cultural understanding. This, he suggests, is the key to unlocking a truly sustainable future for all. (6 Vi)

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What is the core message of Jeroen Geurts? He raised several wise and important points and shared his vision on how to collectively achieve a better world. His key message was to work on the solutions to complexity and not just address complexity or only from one perspective and then only focus on certain aspects of complexity. Instead, Jeroen encourages people to be brave and through (personal) reflection, engaging in dialogue and, most importantly, scientific diplomacy to dare to address complexity. Not just to understand complexity but ultimately to solve complexity and contribute to society. Jeroen and UNESCO describe global citizens as people who are aware of society, respect diversity and other communities and have the sense to contribute to it to make society a better place.

Jeroen indicates that despite the many structures in society, there is still much lack of scientific diplomacy, (personal) reflection and dialogue between people. Jeroen emphasizes that it is important not to cancel the complexity (between people, groups and communities), but rather try to understand and work on it together. The biggest success factor of this, according to Jeroen, is scientific diplomacy. After all, we all agree that there is a lot of room for improvement. However, the question always remains how? Jeroen addresses three pain points that were mentioned earlier and that need to be invested in. Namely, people, reflection and not being afraid of complexity and daring to study it step by step.

Finally, Jeroen ended with the importance of diversity and being yourself. This is especially important in the long term. Jeroen thinks it is important that people have the opportunity to speak from their background within education for the broader mind. After all, the broader mind is responsible for developing global citizens. Last but not least, focus on the positive. Jeroen's dream is therefore to see students enter the world as global citizens. (21 El)

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During the Cross-Cultural Sustainability symposium, Jeroen Geurts discussed the parallels between UNESCO and Vrije Universiteit. UNESCO's vision emphasizes building peace through education and reminding humanity of common ties. The concept of global citizenship is rooted in the belief that we are all part of a broader global community. Today, we are more interconnected economically, environmentally, socially, and politically than ever before. Transformations such as digitalization, environmental degradation, and internationalization underscore the importance of educating individuals who can understand the world around them and collaborate on solving global issues. The path to effective global solutions lies in working together, striving to understand one another, and respecting diverse cultures and values. Jeroen highlighted that this vision aligns perfectly with VU's mission: making our students world citizens. By fostering diverse classrooms, providing exchange opportunities, and offering courses like Cross-Cultural Management, VU teaches students to engage with different cultures and appreciate the value of diversity in problem-solving. Jeroen further emphasized this with the quote of Malala Yousafzai: "One child, one teacher, one book, one pen can change the world." Malala's words emphasize the transformative power of education—not just in individual lives, but in the world at large. By educating new

generations as global citizens, VU, in partnership with UNESCO, takes its responsibility to educate students to an ambition to tackle global challenges in an increasingly interconnected world. (82, Ver)

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## Keynote Kathleen Ferrier



Beforehand I was very interested in Kathleen Ferrier's speech, because besides Fons Trompenaars this was the only name I knew at the symposium. I was very positive about this speech because of the overall idea of the speech as I understood it: We have a responsibility to navigate between freedom and responsibility. With current developments and extremism on the rise in both the Netherlands and Europe, I thought this was a very nice characterization of how you can deal with this growing extremism. Ferrier elaborated the speech in several ways, two points stuck with me. First of all, the role of artists, artists are playing an important role in shifting a perspective. I have personally experienced several times where I was touched by a film or a song that changed my perspective on culture. A good example of this for me was watching the film 'Tokyo Twilight' directed by Japanese director Yasujiro Ozu. This film gave me a glimpse of what Japanese culture was like in the 1950s. The important role of art and culture by Kathleen Ferrier is something I wholeheartedly endorse. Secondly, I liked that Ferrier mentioned that education plays an essential role in developing a frame of reference. I found the comparison between today's scholars who help shape tomorrow's students striking. I experienced this myself during the lectures during cross cultural management where both the experience of Bäker in Asia, and the experiences of Trompenaars in America provided me with a new frame of reference. I have not been able to gather this information in my relatively short life and it is therefore extremely valuable that teachers can protect you from pitfalls. In conclusion, I can say that both art and education are two factors that can be extremely helpful in navigating between freedom and responsibility. (31 Van)

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Kathleen Ferrier, daughter of Johan Ferrier the late governor and president of Suriname who is Chair of the Netherlands Commission for UNESCO, gave a captivating speech during the symposium emphasizing UNESCO's critical role in promoting cross-cultural communication and long-term peace. Ferrier outlined three fundamental principles that are essential to preserving world peace:



1. **Fair distribution of wealth:** In order to close the wealth gap, Kathleen Ferrier underlined the importance of allocating resources more equitably. She mentioned that it is critical to promote sustainable development and minimize conflicts emerging from economic imbalances.
2. **A juridical system for peace:** Kathleen Ferrier emphasized the need for a strong legal system to maintain global peace. In addition to addressing international disputes, this system must protect justice and human rights around the world.
3. **Strengthening human connections:** Kathleen Ferrier argues that the most important pillar is the encouragement and development of all that ties and links people together. This involves using education, science, and culture to promote respect and understanding among civilizations. In order to create a more peaceful and sustainable future, she pointed out that this pillar has been overlooked in recent years and emphasized the necessity of placing a new emphasis on cross-cultural communication.

Kathleen Ferrier also spoke about the important role that UNESCO Chairs play in furthering these objectives. With over 1,000 chairs in 125 countries, these posts strengthen higher education institutions' ability to contribute to global understanding and collaboration. She highlighted concrete instances of how cultural landmarks may promote mutual respect and understanding among many civilizations, such as UNESCO World Heritage Sites. In conclusion, Ferrier argued that encouraging cross-cultural communication is crucial to promoting global sustainability and peace and should be seen as a process rather than a destination. (75 Su)



### Keynote by Kathleen Ferrier & Dr. Sylvia van de Bunt

Kathleen Ferrier delivered a keynote address that was both enlightening and urgent, emphasizing the indispensable role of cross-cultural sustainability in achieving global peace. Ferrier began by outlining the three pillars essential for world peace, underscoring that the neglect of one of these pillars has significant repercussions. She identified the need to foster a global perspective as a cornerstone of sustainable solutions, emphasizing that without a global outlook, efforts towards sustainability are fragmented and ineffective. Ferrier argued passionately that the defenses of peace must be constructed deliberately and robustly. She highlighted ignorance as a perennial cause of mistrust and conflict, advocating for educational and cultural initiatives that bridge gaps between diverse groups. According to Ferrier, global peace is unattainable without addressing the root causes of mistrust through comprehensive education and cross-cultural dialogue. She posited that recognizing similarities and respecting differences among people are fundamental to building sustainable relationships and fostering a culture of peace.

The keynote stressed the importance of collaboration in creating a positive cultural psyche. Ferrier detailed how UNESCO's work is intrinsically linked with promoting cross-cultural exchanges, providing concrete examples of projects that facilitate such dialogue. She mentioned the role of UNESCO chairholders, including Dr. Sylvia van de Bunt, who spearhead initiatives that amplify cross-cultural projects. Ferrier's examples illustrated how these initiatives enrich global understanding and contribute to a more interconnected world.

Furthermore, Ferrier addressed the challenges faced by generalists and scientists, particularly when their work intersects with politically sensitive issues like climate change and public health. She used the example of the backlash during the COVID-19 pandemic to illustrate how essential it is to protect and support these individuals. Ferrier called for ongoing advocacy and protection for those advancing scientific and generalist knowledge against political and public opposition. Ferrier & Dr. Sylvia van de Bunt, shared the example of Martin Luther King Jr.'s teachings and quotes to illustrate the importance of judging individuals by their character rather than their skin color. A video of Martin Luther King Jr. was shown to underscore his message and its relevance to cross-cultural understanding and respect. Her keynote served as a powerful reminder of the interconnectedness of global issues and the need for collaborative, cross-cultural efforts to address them. (81 Var)

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Kathleen Ferrier, Chair of the Netherlands Commission for UNESCO, emphasized the critical need for global cooperation and understanding to maintain world peace. Kathleen mentioned that in 1945, after the Second World War, the United Nations was founded as a solemn commitment to prevent another world war. Three pillars are necessary to maintain world peace:

- **Equitable Distributed Resources:** Despite steps taken such as the World Bank, International Monetary Fund, and SDGs, a lot is still needed.
- **International Judicial System:** Created because crimes against humanity could not remain unfinished and the national courts for tasks could not be trusted. In Den Haag, the world capital of international justice, there are now alternative international courts established.
- **Stress, promote and strengthen everything that connects and binds people together:** Such as through science, communication, education, art, and heritage. These are the basis of the connection between all human beings - UNESCO was founded for this purpose 'The United Nations Educational, Scientific and Cultural Organization.'

Kathleen stated that the third pillar has been somewhat neglected, emphasizing that peace must be built in the minds of people. She quoted UNESCO's Constitution: "*That since wars begin in the minds of men, it is in the minds of men that the defenses of peace must be constructed*".

Our world today faces huge global challenges such as climate change, social inequalities, political instabilities, fragmentation, polarization, the rise of armed conflicts, etc.

Crosscultural dialogue is imperative because addressing these challenges requires worldviews instead of one point of view and thinking.

Furthermore, Kathleen mentioned artists, scientists, and journalists are important in fulfilling the same societal role. She acknowledged the significant threats these professionals face that impede their ability to operate freely and safely. Journalists and scientists often endure political interference, legal persecution, or public backlash. Artists such as Ai Weiwei, face threats to their physical safety, or financial constraints. This is why the commission will continue to advocate for their freedom and protection. (88 Zag)

**Heroes in CCS Dr. Martin Luther King jr. and Joan Ferrier**

video: Mahalia Jackson sings the old spiritual: "*Joshua Fit de Battle of Jericho and the Walls Came Tumbling Down.*" strong empowerment and giving hope in cooperation with spoken words of dr. King, Chicago 1966

<https://www.youtube.com/watch?v=qfaYGvsU3F4> *extended* version 5 min. )

What was the occasion? According to eyewitness Harky Klinefelter, MLK Press officer: During 1965-1967 there were negotiations going on by the Chicago Freedom Movement with authorities, owners of shops and companies about opening white residential areas, mortgages for blacks to settle in white neighbourhoods, accepting black workers, and provide the schools with good material. Mass meetings with music were held.



## Keynote Sylvia van de Bunt



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than their skin color. A video of Martin Luther King Jr. was shown to underscore his message and its relevance to cross-cultural understanding and respect. Her keynote served as a powerful reminder of the interconnectedness of global issues and the need for collaborative, cross-cultural efforts to address them. (81 Var)

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It was a great day and I was really happy to be able to attend the Cross-Cultural Sustainability UNESCO symposium. The message of Sylvia van de Bunt was a beautiful and inspiring message. She spoke about heroes that fought and stood up for underprivileged groups in our society and in our world. Sylvia started by painting the picture of the fact that we as a world accept that a lot of students don't have education. Society only has a few listeners that want to see the problem and that want to help. That is why we (UNESCO and other great people that want to help) stand on the shoulders of cross-cultural sustainability heroes. The first hero is Martin Luther King, he wanted people to be judged on character instead of race. He was so powerful and persuasive because he connected his spoken word with art. The empowerment of his speech was amazing, which gave people hope and it led to more freedom in the end. The second hero is Joan Ferrier (sister of Kathleen Ferrier). She fought for black and migrant women, equality between men and women, empowerment/diversity/emancipation for girls, and much more. She was a role model for the unbreakable power of women. Sylvia's talk ended with a great initiative of people helping young children in the Bijlmer in Amsterdam pursue music. The initiative brings grandparents and children together with music teachers. During the time they learn how to make music there are also volunteers to help out the children with learning how to dj, play guitar, etc. It is great because grandparents who have free time and children who need something to do are brought together. The initiative really makes an impact as music is something that is costly to pursue and costs a lot to do as a hobby. This way the children can see what it entails and they can play and educate themselves while the grandparents are kept busy and also go home at the end of the day with a smile on their faces. All in all, really interesting and beautiful to see that there are so many heroes to help underprivileged and diverse groups in the world. (86 Wij)





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## Keynote Neal Blaak



The symposium was a highlight of the CCM course with many different inspiring speakers speaking that I resonated with. None less than Neal Black who was extremely inspiring as he spoke and described his multi-cultural upbringing. Coming from a mixed-race family and adopting two children of color. This shows huge diversity and depicts what society across borders looks like today. However, it must be accepted by all cultures that his story must be seen as normal and not discriminated against for not being part of one individual culture. Blaak went on to speak about AI and Chat-GPT and his concerns over how diverse and culturally aware it is. This was brought up off the back of the latest Chat-GPT update with video assistance incorporated. He mentioned, which made me think about AI's future, how culturally diverse it will be, and if it is capable of discriminating. Neal stated, "what if AI decides to give a different answer to people depending on the color of their skin with video assistance"? This baffled me but with the latest video assistance software built into Chat-CPT 4o, it is an extremely possible reality depending on whether AI can distinguish between cultures and tailor different answers depending on the culture, race, and ethnicity of the person sitting in front of the video assistance on Chat GPT.

Nevertheless, Neal Blaak mentioned that AI and the digital world are helping to unify voices worldwide and create more positive changes, but digital media needs to be leveraged to become more connected. This is done with AI which has the ability to connect and globally unify people closer together. It has the ability to transcend borders and cultures with the right infrastructure in place. (10 Car)

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During the symposium a couple of keynote speakers took the stage and one of them, Neal Blaak, inspired me. Neal Blaak, who is the adopted son of VU alumnus Jaap Blaak, shared his insights about his father's cultural significance, leadership styles and strategies. Neal emphasized the importance of recognizing our own biases noting that being aware of these biases is crucial in cross-cultural management. He explained that biases often go unnoticed

but their recognition and mitigation are essential for creating an inclusive and fair work environment. Neal's discussion on biases was particularly impactful as he illustrated how unconscious biases can influence decision-making and relationships in the workplace. He further explained that he keeps his father's legacy alive by promoting business excellence and innovation.

Neal described how he implements these values in his professional life, ensuring that his father's commitment to strategic leadership and cultural awareness continues to thrive in modern business practices. Following in his father's footsteps, Neal highlighted how Jaap Blaak had met influential figures like Martin Luther King Jr. Neal shared a touching story about this encounter describing Jaap's impressions of Martin Luther King his height and appearance, which added a personal dimension to his narrative. This underscored the importance of impactful personal experiences in shaping leadership styles and cultural understanding. The key takeaways for me from Neal Blaak his speech include the importance of staying calm and collected in stressful situations, as Jaap Blaak did. This trait is crucial for effective leadership and was exemplified by Jaap during his time at Pharming Group N.V., where his calm attitude helped navigate critical situations successfully. Additionally, Neal emphasized the necessity of open communication and creating inclusive working environments. These factors are essential for managing people from different cultures and backgrounds effectively. Neal's strategies for fostering an inclusive workplace, such as promoting two-way communication and providing safe spaces for employees to interact, were particularly insightful.

By adopting these strategies, I aim to enhance my own approach to cross-cultural management and ensure that I learn from the legacy of leaders like Jaap Blaak. Neal Blaak's inspiring words and practical advice have provided me with a solid foundation to build a more inclusive and effective management style in my future endeavors. (67 Sch)



## Roundtable Mzamo Mangaliso and Fons Trompenaars

Dr. Mzamo Mangaliso's keynote address at the symposium delved deeply into the African philosophy of Ubuntu and its interplay with Trompenaars' cultural dimensions. Ubuntu, a Nguni Bantu term meaning "I am because we are," emphasizes the importance of community, interconnectedness, and mutual care. Dr. Mangaliso articulated that Ubuntu promotes a collective consciousness where individuals see themselves as part of a larger whole. This contrasts sharply with Western individualism, highlighting a cultural dimension where communal goals supersede personal aspirations.

Analyzing Trompenaars' dimensions, Dr. Mangaliso drew parallels between Ubuntu and several of these cultural frameworks. For instance, the collectivism inherent in Ubuntu aligns with Trompenaars' communitarianism versus individualism dimension. In cultures where communitarianism is prevalent, decisions are made for the greater good, reinforcing the Ubuntu philosophy. Dr. Mangaliso also touched upon the dimension of universalism versus particularism, explaining that Ubuntu embodies a particularistic approach where relationships and situational contexts influence decision-making processes.



Another significant point raised by Dr. Mangaliso was the reconciliation of the dimension of affectivity (emotional expression) with the typically reserved emotional expressions in Western cultures. Ubuntu encourages open emotional expression as a means of building deeper connections and trust within the community. This emotional openness fosters an environment where individuals feel valued and understood, further strengthening communal bonds.

The core message of Dr. Mangaliso's address was the vital importance of integrating Ubuntu into global cultural dimensions. He argued that in a world increasingly divided by cultural misunderstandings, embracing Ubuntu could foster greater empathy, cooperation, and harmony. By bridging the gap between individualistic and collectivist cultures, Ubuntu could serve as a unifying philosophy that promotes global solidarity and sustainable development. (33, Hoi)

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I look back on the symposium with fondness. I'll first discuss the speaker which spoke most to me. This was Dr. Mzamo Mangaliso. His spirit and introduction really grabbed my attention, but once Fons Trompenaars mentioned Ubuntu I started to pay even more attention. Back in the day, during my bachelor, I once had to write an assignment on Ubuntu leadership and it has stuck with me since then. The values of appreciating the "humanness" and treating others with respect and care is something I deem to be extremely important, and something that unfortunately is not present in all leaders or leadership styles. The emphasis on building strong relationships and direct contact is something which can lack in leadership styles I am used to. The fact that this leadership style is based on African values rather than Western values is something that stuck with me as in so many parts of life (and business) the Western voices can be so loud it is difficult to hear others. Hearing Dr. Mzamo Mangaliso speak and interact with the other speakers was a good experience. Both him and Trompenaars could really add onto each other which made for some interesting conversations to listen to. (53 Lub)



## Symposium Reflection

I was deeply moved by Dr. Sylvia van de Bunt's speech. Dr. Sylvia van de Bunt is UNESCO Chair for Cross-Cultural Sustainability. She introduced the importance of cross-cultural communication and collaboration to us. She mentioned that Servant-leadership is important in today's society, which contributes to the overall sustainable development of society. We live in a society full of diversity, we can not avoid cross-cultural communication, whether it is during school, work, or in daily life. The collision of different cultures is indeed likely to lead to some problems. For example, in some countries, people have a strong sense of time and think that being late is a bad thing, but in some countries, being late is very common and easy to accept. But it is these diverse cultures that contribute to the development of our society. When we try to accept and understand different cultural characteristics, we will feel a sense of belonging, which will also enhance our happiness. Servant-Leadership focuses on the ideas and needs of employees, rather than merely pursuing the personal development of leaders. When conflicts occur within a cross-cultural team, this kind of leader will adopt an inclusive and open attitude, listen to the attitudes of the conflicting parties, understand their demands, and help them re-establish trust and cooperation. This kind of leadership will also improve the cohesion of the team and help the leader to better manage the team. I think this kind of leadership is very important in today's diverse society, which helps to improve efficiency within cross-cultural organizations. (89 Zha)

## More pictures





