

***Symposium Servant-Leadership Across Generations***

Friday, 27 September 2013, 13.00-18.00 p.m.  
Vrije Universiteit Amsterdam

Now, more than ever, a leader's capacity to both direct an organization and its people, while at the same time work in their service, is being recognized as a vital capacity for creating a sustainable organization. Servant-leadership is a leadership principle embedded in a way of life, which has been recognized and expounded upon in all parts of the world throughout history, and across all cultures and communities. The recent economic crisis again reminds us of its importance as an antidote to the selfish and bonus-oriented behaviours we have witnessed and the economic/societal consequences we have seen.

At its simplest, servant-leadership is driven by the motivation of enabling others to work more effectively and successfully. Servant-leadership, thus, means leading a group or organization in the service of people; be they clients, customers, employees, partners, colleagues and/or members of society. This calls for a compassionate kind of leader, a leader who is able to integrate different perspectives, for example reconcile company values with profit, or the needs of the inner self with the common societal good. Integrating both head and heart, servant-leadership does not stop there. It expands as a principle to serve the community and act as a steward of the environment and all that inhabit it.

At the personal, professional and societal level leadership requires listening to the needs of the other, and empathy to bridge different meanings from junior to more senior generations. It is a calling to create solutions which are beneficial in cooperation with both young and older people. Being able to conceptualize the future and motivate people towards a common vision are, next to listening and empathy, key capacities. Culturally speaking there are different ways of realizing these aspirations.

The symposium *Servant-Leadership Across Generations*, on 27 September 2013, is the 8<sup>th</sup> in an annual symposium series. This event goes beyond the cognitive approach to look at our inner strengths and (career) motivations across generations. What can we learn from different generations about leadership? What are the impacts of diversity and social media in a globalizing world where (young) people are far more transient and yet connected to all reaches of the globe? How can leaders mindfully nurture and lead connections among people, to better develop (career) capacity within and across generations in these turbulent times?

We are delighted this symposium brings together cutting-edge business thinkers across disciplines. Speakers who are involved with leveraging the global human needs to learn, serve and lead at an individual and organizational level. The symposium will include keynote presentations, workshops and a plenary debate to reflect on how servant-leaders encourage social cohesion and a sense of belonging across generations, via both face-to-face and online links. In dialogue with the audience, we aim to explore such issues as: the cultural orientations of diverse generations, servant-leadership dilemmas that arise across generations, and how servant-leaders differ across generations.

We look forward to meeting you at this event.

On behalf of the organizing team,

prof. dr. Fons Trompenaars & dr. Sylvia van de Bunt-Kokhuis  
Chairpersons of symposium and SERVUS co-directors  
<https://www.feweb.vu.nl/SERVUS>

## Programme

- 13.00 Registration-desk in gathering space outside the Symposium Hall.
- 13.30 Opening: by **Prof. dr. Harmen Verbruggen**, Dean Faculty of Economics and Business Administration, Vrije Universiteit Amsterdam.
- 13.40 Introduction: by **prof. dr. Fons Trompenaars** and **dr. Sylvia van de Bunt-Kokhuis**.
- 14.15 Keynote: *Seniors and the joy of lifelong learning*, by **Carolien van Bergen**, Director Higher Education for Seniors (HOVO), Vrije Universiteit Amsterdam.
- 14.45 Transfer to workshop rooms.
- 15.00 Servant-leadership across Generations will be highlighted from different perspectives by the following dedicated workshop leaders:
- WORKSHOP 1 (Room 7A-11): *Servant-Leadership dilemma's in a start-up company with young employees*, by **Floor Slagter**, Msc, HR Manager Internal Growth and Development of banking company KNAB, [www.knab.nl](http://www.knab.nl).
- WORKSHOP II (Room 7A-12): *Effects of age on job crafting: motivations and behaviors of younger and older employees for job crafting*, by **Sabrina El Baroudi**, Msc, Doctoral Candidate and Teaching Assistant, Management & Organisation, Vrije Universiteit Amsterdam.
- WORKSHOP III (Room 8A-13): *Serving the well-being of seniors; the social cohesion story of Granny's Finest*, by **Niek van Hengel**, Director, Granny's Finest ([www.grannysfinest.com](http://www.grannysfinest.com)) and **Theresa Sigillito-Hollema**, Interact Consultancy ([www.interact-global.net](http://www.interact-global.net)).
- WORKSHOP IV (Room 8A-08): *Peer education and young leadership; a tool to address social issues*, by **Kai Pattipilohy** (Creative Director) and **Jürgen Wander** (Associate Advisor), Diversion Amsterdam ([www.diversion.nl](http://www.diversion.nl)).
- WORKSHOP V (Room 8A-10): *Pathways to Success. International comparative research on intergenerational social mobility*, by **Isminta Waldring**, Msc, PhD researcher in Pathways to Success project (<http://www.elitesproject.eu/pathways-to-success/netherlands/netherlands-researchers-pages>), Faculty of Social Sciences, Vrije Universiteit Amsterdam.
- WORKSHOP VI (Room 10A-08): *Servant-Leadership - reconciling dilemmas!? Assumptions & perceptions across generations*, by **dr. Inge Nuijten**, SERVUS affiliate member, director INSPT, co-director RedPoint Company.
- 16.15 Refreshments and information posters in the gathering space outside Symposium Hall.
- 16.45 Keynote: *Servant vs. Self-servant Leadership: Reflections on the Arab Spring*, by **dr. Nabil Sultan**, Head of Division Management, Business and Enterprise of University Campus Suffolk, UK.
- 17.10 Panel discussion: *Meeting of minds and hearts. How to build communities across generations and learn from each other*, including special guest **dr. Charles Hampden-Turner**, of the Judge Institute of Management Studies at the University of Cambridge, and partner of Trompenaars Hampden-Turner Consulting, as well as workshop leaders, delegates and MA students.
- 17.50 Closure