

'We Shall Overcome'
Servant-Leadership Symposium

Tuesday 17 May 2022, 11:00-13:00 hrs
Vrije Universiteit Amsterdam

Cross-cultural communities are here to stay. Now, more than ever, a leader's capacity to both direct the organization and its diverse members, while at the same time work in their service, is required. This servant-leadership capacity is being recognized as a vital capacity for making your organization culture proof and create a community broad sense of belonging. Though highly relevant today, servant-leadership is not new. Its principle is 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.

This *online* symposium *'We Shall Overcome'* is the 21th symposium in an annual series, a meeting place for students and professionals to strengthen the cross-cultural link between theory, business and societal issues. The world is changing rapidly. The 24/7 organization calls for a sustainable leader, a leader who is a community builder, an active listener, a mentor who is able to reconcile, especially in times of crisis. How to be a compassionate motivator for your employees, your citizens, your mentees, or your customers across cultures? Renowned guest speakers will discuss cross-cultural issues in a historical perspective. After the plenary debate, parallel workshops will allow interactive discussion and networking opportunities.

Why this year's theme *'We Shall Overcome'*? We are proud that Rev. Martin Luther King jr. received an honorary doctorate degree in Social Sciences in 1965 at our Vrije Universiteit Amsterdam. He was honoured for his outstanding service in his struggle for social justice and human rights. King's servant-leadership style in times of crisis is more relevant in communities worldwide today than ever before. King's message urges us to learn from his wisdom through VU education and research today. VU's mission is about personal and societal engagement. SERVUS is one of the advocates in this mission and through this symposium. Martin Luther King Jr was inspired by Mahatma Gandhi's principle of nonviolence (*satyagraha*). Gandhi's *Truth force and love for fellow beings* were the guiding light for social change in the life of Martin Luther King Jr. Both King and Gandhi were pioneers in the struggle for sustainability in 20st C times of crisis, and rolemodels for the achievement of today's US Sustainable Development Goals.

The roaring twenties only just begun. The Covid-19 crisis affects us all, no matter your job, education, the colour of your skin, your age, gender or societal status. At the same time this pandemic makes social inequality and the cultural gap more transparent. Health, social and economic fabric and life safety are at stake in particular among underprivileged and vulnerable citizens worldwide. During

this symposium we will highlight research projects in King's spirit of social justice, non-violence, and human rights, aligned with the UN Sustainable Development Goals.

The Covid-19 pandemic presents human organizations with a series of dilemmas. More often these dilemmas touch on social justice and human rights issues. Thus, for example, how does society cope with issues ranging from individual accountability versus group solidarity, and short-term health results versus long-term economic growth? It is our strong conviction that the dilemmas caused by Covid-19 are shared amongst all human beings. However, the reconciliation approaches are culturally defined. We believe that reconciliation, rather than choosing between two desired states, leads to more sustainable results in fighting this evil virus. This symposium will highlight our cross-cultural research findings. How do different nationalities behaviourally cope with dilemmas created by the COVID-19 crisis?

We are delighted this symposium brings together cutting-edge thinkers and practitioners across disciplines and communities. The event will include a roundtable debate, workshop presentations and a dialogue to shed light on the gentle art of serving and leading, and how inspiring (online) leaders can bridge the gap between cultures and the (under)privileged members in society, to unlock their potential. Cross-cultural awareness where every human being counts. Or, in the words of Dr. Martin Luther King jr.: *"Everybody can be great, because anybody can serve"*.

We look forward to meeting you at this special event. On behalf of the organising team,
prof. dr. Fons Trompenaars & dr. Sylvia van de Bunt,
Chairpersons of this symposium and SERVUS co-directors

Special thanks to the VU Foundation, Edge Hill Business School, Nyenrode Business University, THT Consulting, Max Human Resource Management and VU School of Business and Economics for empowering this event!



Program overview

11:00 Welcome by **Sylvia van de Bunt**

11:10 Rondtable '*We Shall Overcome*' chaired by **Fons Trompenaars**, with guests:

- **dr. Gunjan Joshi**, visiting fellow at the Entrepreneurship Government Stewardship Center, Nyenrode Business University and coordinator Hindu Spirituality & Society Programs VU
- **Prof. dr. Paresh Wankhade**, Professor of Leadership and Management & Emergency Services Expert, Edge Hill University UK
- **Harcourt Klinefelter**, former press officer of Martin Luther King jr.
- **Jasmine Chang-Howe**, PhD candidate SBE-VU and founding-director MAX-HRM

12:00 Parallel workshops

Workshop I: *My life is my message – How Gandhi's message inspired Martin Luther King*, by **Gunjan Joshi**.

Workshop II: *Leadership in times of crisis; dr. King's approach revisited*, by **Paresh Wankhade**.

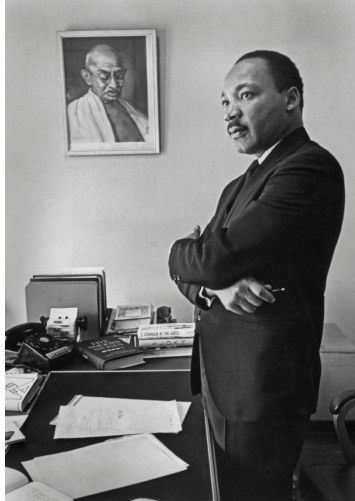
Workshop III: *King my Mentor*, by **Harcourt Klinefelter**.

Workshop IV: *How to overcome Cross-Cultural Dilemmas in Chinese-Dutch Mergers & Acquisitions*, by **Jasmine Chang-Howe**.

13:00 Closure and Farewell

About the speakers (confirmed)

Dr. Gunjan Joshi



Dr. Gunjan Joshi is coordinating Hindu Spirituality & Society Programs at Vrije Universiteit Amsterdam. She is visiting fellow at the Entrepreneurship Government Stewardship Center at Nyenrode Business Universiteit. During her graduation at Banasthali Vidyapith in India (Rajasthan), she was inspired by Gandhi's philosophy of simple living, nonviolence, and nature conservation. Mahatma Gandhi's ideas and philosophy inspire Banasthali Vidyapith, and Mahatma Gandhi also said, "Banasthali is enshrined in my heart."

After graduating from Banasthali Vidyapith in India, Gandhi's principles and spiritual values became integral to her personality, reflected in her work even after leaving Banasthali. During her Ph.D., she studied understudied populations like handicraft workers and their career success. Further, her work explores factors like gender, natural conservation, spirituality, and cultural differences, which play a vital role in influencing the subjective aspects of one's career. During the symposium Gunjan will highlight the legacy of Mahatma Gandhi and how Martin Luther King Jr was inspired by the Gandhian principle of nonviolence (*satyagraha*). Gandhi's *Truth force* and *love for fellow beings* were the guiding light for social change in the life of Martin Luther King Jr.



Joshi, G., & Dhar, R. L. (2020). Green training in enhancing green creativity via green dynamic capabilities in the Indian handicraft sector: The moderating effect of resource commitment. *Journal of Cleaner Production*, 267, 121948.

Joshi, G. & Dhar, R.L. (2019). Female Workers' Career Success in the Handicraft Industry: A Study of Uttarakhand, India. *Personnel Review*.doi: 10.1108/PR-01-2019- 0003

Inspired Leadership In Times Of Crisis: Gandhi's Secret <https://magazine.omrise.org/2020/04/inspired-leadership-in-times-of-crisis-gandhis-secret/>

Prof. dr Paresh Wankhade



Professor Paresh Wankhade, BSc MA MPA PhD FRSA FCMI FHEA PG Cert. is the Professor of Leadership and Management at Edge Hill University Business School. He is also the Director of Research and the Programme Leader for the new Professional Doctorate in Emergency Services Management. He is the Founder Editor-In-Chief of the International Journal of Emergency Services and is recognised as an expert in this field. His research and publications focus on analyses of strategic leadership, organisational culture, organisational change and interoperability within the public services with a special focus on emergency management.

Editor-In-Chief, [International Journal of Emergency Services](#)

Programme Leader- [Professional Doctorate in Emergency Services Management](#)

IRSPM 2020 Conference Panel Chair-[Making them smart: critical perspectives from the emergency services](#)

EURAM 2019 Conference Panel Chair- [Critical Perspectives in Emergency Services Management](#)

UK National Representative, [European Academy of Management \(EURAM\) Board](#)

CMS (2017) Conference Chair-[The 10th International Critical Management Studies \(CMS\) Conference, 3-5 July, 2017](#)

Trustee, [Fire Service Research and Training Trust](#)

Fellow and Blue Light SIG Chair, [Institute of Civil Protection and Emergency Management](#)

Guest Editor: [Public Money & Management](#); SI on tackling resilience and wellbeing issues in emergency services

Edge Hill Business School, Edge Hill University, UK

Email: Paresh.Wankhade@edgehill.ac.uk

<https://www.edgehill.ac.uk/business/staff/pareshwankhade/>

Wankhade, P. (2021). A 'journey of personal and professional emotions'—emergency ambulance professionals during Covid-19 . *Public Money & Management* (Open Access)
<https://www.tandfonline.com/doi/full/10.1080/09540962.2021.2003101>

Asghar, Z., Wankhade, P., Bell, F., Sanderson, K., Hird, K., Phung, V-H. and Siriwardena, N. (2021). Trends, variations and prediction of staff sickness absence rates among NHS ambulance services in England: a time series study. *BMJ Open*.
<https://bmjopen.bmj.com/content/11/9/e053885>

Heath, G., Wankhade, P. and Murphy, P. (2021). Exploring the Wellbeing of Ambulance staff using the 'Public Value' perspective: Opportunities and Challenges for Research. *Public Money & Management*. (Early cite)
<https://www.tandfonline.com/doi/abs/10.1080/09540962.2021.1899613?journalCode=rpmm20>

Farr-Wharton, B., Brunetto, Y., Wankhade, P., Saccon, C. & Xerri, M. (2021). Comparing the impact of authentic leadership on Italian and UK police officers' discretionary power, well-being and commitment. *Policing: An International Journal of Police Strategies and Management*. (Early cite).
<https://www.emerald.com/insight/content/doi/10.1108/PIJPSM-09-2020-0156/full/html>

Wankhade, P., Stokes, P., Tarba, S. and Rodgers, P. (2020). Work intensification and Ambidexterity - the Notions of Extreme and 'Everyday' Experiences in Emergency Contexts: Surfacing Dynamics in the Ambulance Service. *Public Management Review*, 22 (1):48-74
<https://www.tandfonline.com/doi/full/10.1080/14719037.2019.1642377>

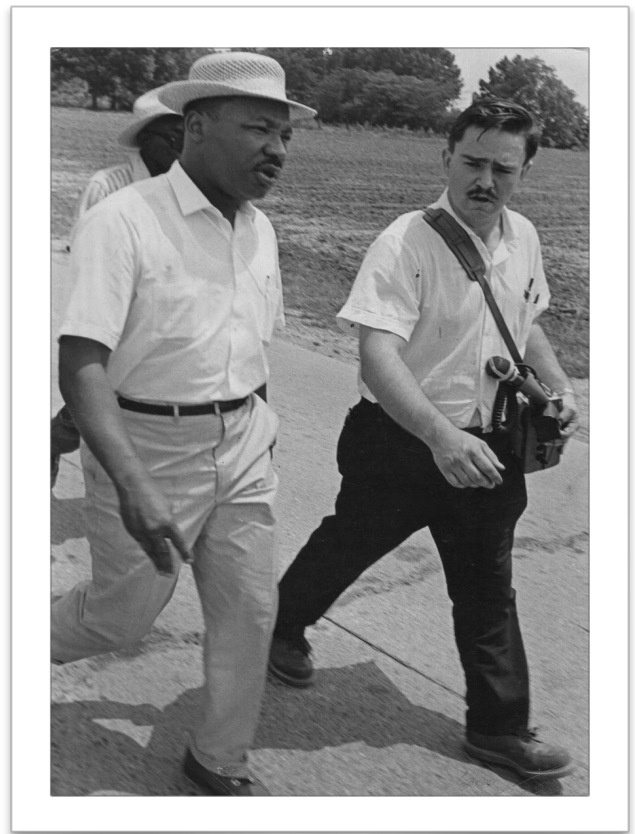
Wankhade, P. and Patnaik, S. (2019). *Collaboration and Governance in the Emergency Services: Issues, Opportunities and Challenges*. Palgrave Pivot: London.
<https://www.palgrave.com/gb/book/9783030213282>

Wankhade, P., McCann, L. and Murphy, P. (2019) (Eds.) *Critical Perspectives on the Management and Organization of Emergency Services*. Routledge: London.
<https://www.routledge.com/Critical-Perspectives-on-the-Management-and-Organization-of-Emergency-Services/Wankhade-McCann-Murphy/p/book/9781138097650>

Harcourt Klinefelter

Harcourt Klinefelter is the former press secretary for Dr. King. As a student, Harcourt "Harky" Klinefelter became involved in the American civil rights movement of the 1960s. He was in the right place at the right time - the Selma March of 1965 - to become the sound-assistant of Dr. Martin Luther King Jr. This meant that Harky usually accompanied Dr. King (see photo) to record King's sermons and historic speeches. As a press secretary, Harky ensured that his sound recordings were distributed through American national radio stations. After King's assassination in 1968, Harky worked as a pastor with Hippies and the homeless. In 1972 he moved to the Netherlands, where he and his wife Annelies have since been working on spreading King's message about dealing with discrimination, poverty reduction and nonviolent action. He works as a negotiator, trainer and peace activist in war-torn countries. During this symposium, Harky will share his memories of the close collaboration with Dr. King, his or Dr. King's inspired peace activities, his vision of Black Lives Matter and a life lived by faith that conquers. In Harky's words, Dr. King's message is still alive for today's young people.

- <https://www.harcourt-klinefelter.org/>
- NPOstart 2 Doc 'In de schaduw van King', https://www.npostart.nl/2doc/02-04-2018/VPWON_1284050
- Klinefelter, H., 2019. *The Life of Peace Apostle Harcourt Klinefelter, Globalizing the Dream of Dr. Martin Luther King Jr.* PIPF&Stock, Eugene, Oregon.
- Chenoweth, E. and M.J. Stephan 2012, *Why Civil Resistance Works*. Columbia University Press. <https://cup.columbia.edu/book/why-civil-resistance-works/9780231156820>
- Stanford University Martin Luther King Institute <https://kinginstitute.stanford.edu/>
- <https://www.mlk50.nl/50-statues/harcourt-klinefelter/>
-



Jasmine (Wenjia) Chang-Howe



Jasmine (Wenjia) Chang-Howe, Ph.D. candidate at VU. Her study focuses on human resource (HR) integration in cross-border post- M&As. Different from the traditional role of a HR, her research examines HR as a leading perspective during the integration process goal setting and strategy setting. She argues HR could be the game-changer in improving the firm performance. Therefore, enhance the success outcome of M&A results.

Furthermore, Jasmine is founding-director of MAX HRM, a HR management company in the Netherlands, the first HR company dedicating its services to Chinese overseas investment and organizations in the Netherlands. MAX HRM aims to connect international talents with the demand of Chinese and European companies. In 2020, Jasmine (Wenjia) Chang also participated in establishing Biu!Tea B.V., is the first

social tea concept brand in the Netherlands. Biu!Tea is positioned to fuse ancient tea cultures with a modern and trendy concept to create a social community that promotes connection, sharing, and creativity.

Bunt, S. van de, & Chang-Howe, W. (2019). Developing Chinese economy overseas: Cross-cultural dilemmas in Chinese–Dutch mergers and acquisitions. Faghih (Ed.), *Globalization and Development: Entrepreneurship, Innovation, Business and Policy Insights from Asia and Africa* (pp. 243-267). (Contributions to Management Science). Springer. https://doi.org/10.1007/978-3-030-11766-5_8

Chang-Howe, W. (2019), The challenge of HR integration: a review of the M&A HR integration literature, *Journal of Chinese Human Resource Management*, Vol. 10 No. 1/2, pp. 19-34. <https://doi.org/10.1108/JCHRM-03-2019-0009>

Chang-Howe, W. (2021). Define the Process of Human Resource Integration in Cross-Border Acquisitions: Evidence from Chinese Overseas Acquisitions. In M. Mohiuddin, J. Wang, M. S. A. Azad, & S. Ahmed (Eds.), *Global Market and Global Trade* [Working Title]. IntechOpen. <https://doi.org/10.5772/intechopen.97132>

**Prof. dr Fons
Trompenaars**



In 1979, Trompenaars received his MA in Economics at the *Vrije Universiteit* Amsterdam and in 1983 his PhD from the [Wharton School of the University of Pennsylvania](#) for the thesis *The Organization of Meaning and the Meaning of Organization*. In 1981 Trompenaars started his career at the [Royal Dutch Shell](#) Personnel Division, working on job classification and management development. In 1989 together with [Charles Hampden-Turner](#) he founded and directed the consultancy firm *Centre for International Business Studies*, working for such companies as BP, Philips, IBM, Heineken, AMD, Mars, Motorola, General Motors, Merrill Lynch, Johnson & Johnson, Pfizer, ABN AMRO, ING, PepsiCo, Honeywell. Trompenaars was awarded the International Professional Practice Area Research Award by the American Society for Training and Development (ASTD) in 1991. Subsequently, in 1999 *Business* magazine ranked him as one of the top 5 management consultants next to [Michael Porter](#), [Tom Peters](#) and [Edward de Bono](#). In 2011, he was voted one of the top 20 HR Most Influential International Thinkers by HR Magazine. In 2015, he was once again ranked in the Thinkers50 of the most influential management thinkers alive and in 2017 inducted into the Thinkers50 Hall of Fame. Trompenaars wrote *Riding the Waves of Culture, Understanding Cultural Diversity in Business*. This book (in its third edition) sold over 120,000 copies and was translated into 16 languages amongst them, French, German, Dutch, Korean, Danish, Turkish, Chinese, Hungarian and Portuguese. He is co-author amongst others of *Nine Visions of Capitalism: Unlocking the Meanings of Wealth Creation and Rewarding Performance Globally*.

Positions - Co-Director at the Servant-Leadership Centre for Research and Education (SERVUS) at the *Vrije Universiteit* Amsterdam. - Member of Advisory Board Webster University Leiden. - Distinguished Advisor of Centre for Transcultural Studies at Temasek Polytechnic, Singapore. - International Director at the International Society for Organisational Development. - Faculty member at the Global Institute for Leadership Development (GILD). - Judge of the Fons Trompenaars award for Cross Cultural Management (AHRI).

Dr Sylvia van de Bunt



Sylvia van de Bunt is co-director of the research centre SERVUS (<https://vu.nl/en/about-vu/more-about/news>) and Associate Professor at the Department of Management and Organization of the School of Business and Economics of VU University (VU), coordinator of VU MSc courses in Cross Cultural Management and Organizational Behaviour (SBE Accountancy Department), and Visiting Professor at University of Suffolk, UK. Recently she was appointed by VU Vereniging to lead a VU broad project 'We Shall Overcome' to capture the heritage of Dr Martin Luther King jr. in VU's identity. Her background is in International Business and Education, she completed her PhD 'Academic Pilgrims' at Tilburg University, and postgraduate courses at a.o. INSEAD and EFMD. During the last four decades she has gained extensive supervisory and governing board experience e.g. she was member of the Supervisory Board of Compu'Train and Kennisnet, and resident of NGVO, the Flemish/Dutch Member Society of the World Council of Comparative Education Societies. She was nominee Best Reviewer of EURAM, President of the Advisory Board of Nova Academy, and member of the Advisory Committee of the Access to Medicine Index. She is VU Advisory Board member of Community Service Learning/A Broader Mind and member of the Advisory Board of the VU Foundation. Quote elected her one of the 600 most influential Dutch business persons. She was/is active in volunteer organizations for local mentoring and community building.

She has an international career in business and academia, serving as a management consultant for various international firms, business schools and NGO's. For the European Commission she was coordinator of a large-scale (12 countries) novel European project FILTER, investigating the integrity and cultural filtering of online content. She published extensively on cross-cultural management, executive education and talent diversity e.g. in handbooks of leading academic Publishers such as Springer, Routledge, Palgrave Macmillan, Wiley, and Jossey-Bass, and in high ranked journals such as *Technology Analysis & Strategic Management Journal*. She edited the book 'World Wide Work' (VU University Press, 2006), co-edited the books 'Handboek Internationaal Talent' (Weka, 2007) and 'Competing for Talent' (Royal Van Gorcum, 2009). She presented/published papers and organized PDWs at a.o. the Academy of Management, EURAM, EAIE, WCCES and EFMD.

Recommended Reading:

- [Farr-Wharton, B., Brunetto, Y., Wankhade, P., Saccon, C. and Xerri, M. \(2021\)](#), Comparing the impact of authentic leadership on Italian and UK police officers' discretionary power, well-being and commitment, *Policing: An International Journal*, Vol. 44 No. 5, pp. 741-755. <https://doi-org.vu-nl.idm.oclc.org/10.1108/PIJPSM-09-2020-0156>
- Van de Bunt, S., Chang-Howe, W. (2019), Developing Chinese Economy Overseas: Cross-Cultural Dilemmas in Chinese-Dutch Mergers & Acquisitions. In: *Globalization and Development – Entrepreneurship, Innovation, Business and Policy Insights from Asia and Africa*, Faghieh, N. (Editor), Springer Nature Publishers, Part II, pp. 243-268. <https://vu.on.worldcat.org/oclc/930600719>
- Nieto, S. (2005) Social Justice in Hard Times: Celebrating the Vision of Dr. Martin Luther King, Jr., *Multicultural Perspectives*, 7:1, 3-7, DOI: 10.1207/s15327892mcp0701_2 Link to this article: https://doi.org/10.1207/s15327892mcp0701_2
- Trompenaars, F. (2020). A Cross-Cultural Analysis of Pandemic Dilemmas. Research Report. https://www3.thtconsulting.com/wp-content/uploads/2021/01/Covid-report-August-2020_.pdf
- During this symposium we will highlight research projects in King and Gandhi's spirit of social justice, non-violence, and human rights, aligned with the UN Sustainable Development Goals. www.un.org/sustainabledevelopment

 **SUSTAINABLE DEVELOPMENT GOALS**

