



***Cross-Cultural Sustainability***



**UNESCO Symposium**

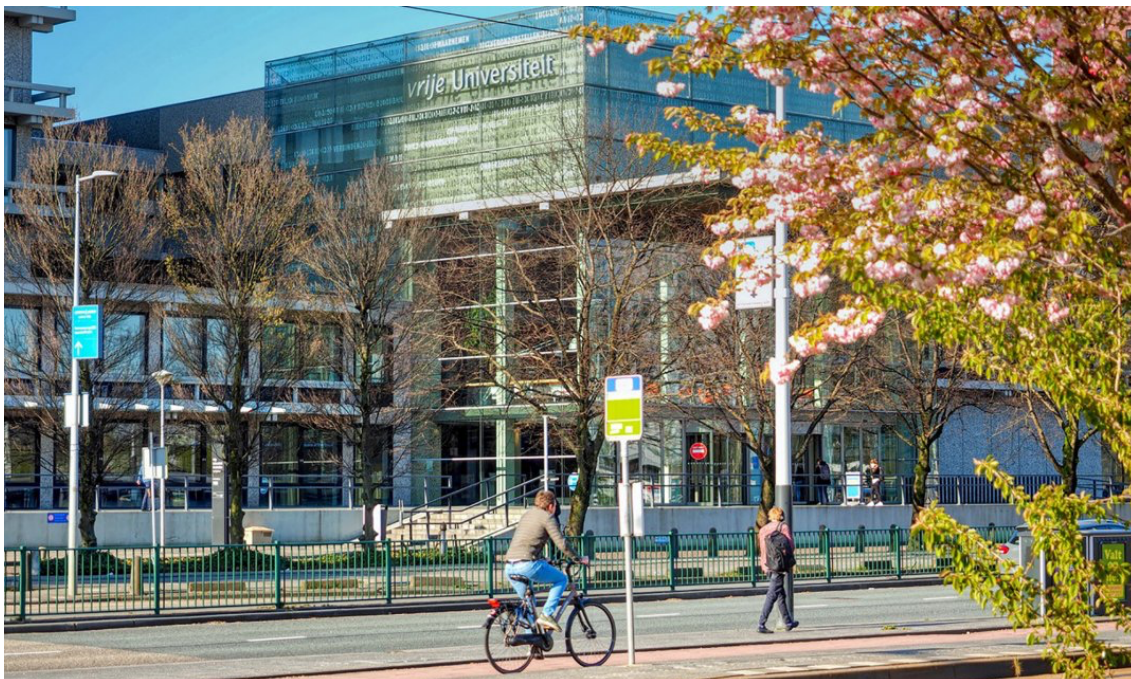
Thursday 16 May 2024, 13:00-17:00 hrs



School of Business  
and Economics

**unesco**  
Chair

Vrije Universiteit Amsterdam



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 **SUSTAINABLE DEVELOPMENT GOALS**





## ‘Cross-Cultural Sustainability’ UNESCO Symposium

Thursday 16 May 2024, 13:00-17:00 hrs  
location: conference hall and breakout rooms  
Vrije Universiteit Amsterdam

*Context.* This symposium ‘Cross-Cultural Sustainability’ (CCS) is the 23<sup>rd</sup> symposium in an annual SERVUS series at Vrije Universiteit Amsterdam (VU), a meeting place for students and professionals to strengthen the cross-cultural link between theory, business and society. This time it is a special edition, aligned with the launch of the UNESCO Chair ‘Cross Cultural Sustainability’ established at VU in 2023.

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 or executive coach who is able to reconcile across cultures. How to be a compassionate motivator for your employees, your students, your coachees, or your customers across cultures? Renowned guest speakers will discuss cross-cultural issues in a historical perspective.

*Cross cultural sustainability.* We live in a decade of cumulating global crises. Global sustainability-issues of health, war, finance, and climate affect us all, no matter your societal background. At the same time these global crises made 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. During this symposium we will highlight UNESCO research projects aligned with these issues, with a special focus on CCS Life Skills such as dealing with dilemmas and paradoxes, historical and cross-cultural awareness, future thinking, inclusive coaching, and peace building.

*Aim of this UNESCO symposium* is twofold. First, it should enhance the awareness and understanding of CCS across disciplines. Second, it should generate knowledge on how to enable governments, businesses and local communities to engage in sustainable behavior across cultures. The relevance of this UNESCO symposium is boundary-spanning, and goes beyond ensuring the longevity of businesses and education. This symposium can be a stepping stone to contribute to sustainable community building. A cross-cultural approach to education, coaching and business is essential in preserving our basis of existence while gaining Life Skills for reducing conflict and building peace. The scope of this UNESCO symposium matches with VU overarching aims regarding science with purpose and serving society as a whole. It resonates with the VU’s commitment to making societal impact.

We are delighted that this symposium brings together cutting-edge thinkers and practitioners across disciplines, continents and communities. After a welcome by Prof. dr Svetlana Khapova, Head of SBE Management&Organization Department and opening by VU Rector Magnificus Prof. dr. Jeroen Geurts, member of the Netherlands Commission for UNESCO, we welcome our guest of honor Kathleen Ferrier, Chair of the Netherlands Commission for UNESCO. With her keynote she highlights the vital role of UNESCO to enhance a cross-cultural dialogue, and bringing sustainable peace in the minds of people. Subsequently, in her keynote, dr. Sylvia van de Bunt will contextualize the launch of her UNESCO chair in CCS. The symposium will include a roundtable debate and workshop presentations to shed light on the gentle art of leading by serving, and how inspiring leaders can bridge the gap between cultures and the (under)privileged members in society, to unlock their Life Skills potential in education, coaching, and beyond. The aim is cross-cultural awareness while building a sustainable eco-system where every human being counts. Or, in the words of peace builder Dr. Martin Luther King jr. who received a VU honorary doctorate in 1965: *"Everybody can be great, because anybody can serve"*.

We look forward to meeting you at this special event. On behalf of the organizing team,  
prof. dr. Fons Trompenaars & dr. Sylvia van de Bunt,

Chairpersons of this symposium



*Special thanks to the World Council of Comparative Education Societies (WCCES), THT Consulting, UNESCO Head Quarters Paris, Netherlands Commission for UNESCO, Center for Executive Coaching SBE VU, UNESCO Chairholder of Universitat Rovira Virgili Spain, UNESCO Management of Social Transformations Programme (MOST), Isenberg School of Management Umass Amherst USA, Dutch Speaking Society for Comparative Education (NGVO), VU International Office, VU Knowledge Hub for Strategizing and Organizing Innovation, and VU School of Business and Economics (SBE) for empowering this event!*



School of Business and Economics



## Program overview

- 13:00 Arrival and registration
- 13:15 Welcome by **Prof. dr. Svetlana Khapova**, Head of Department Management and Organization, SBE VU, and initiator of VU MBA Peace course  
<https://research.vu.nl/en/persons/sn-khapova>
- 13:27 Opening address by **Prof. dr. Jeroen Geurts** -Rector Magnificus VU Amsterdam, and member of the Netherlands Commission for UNESCO  
<https://www.unesco.nl/nl/medewerker/jeroen-geurts>
- 13:35 Keynote by **Kathleen Ferrier**, Chair of the Netherlands Commission for UNESCO  
<https://www.unesco.nl/nl/medewerker/kathleen-ferrier>
- 14:00 Keynote by **dr. Sylvia van de Bunt**, UNESCO chair Cross-Cultural Sustainability  
<https://www.unesco.nl/nl/unesco-leerstoel/unesco-chair-cross-cultural-sustainability>
- 14:20 Motivational speech by **Neal Blaak**, adopted son of VU alumnus Jaap Blaak who met Martin Luther King in 1965 at *Vrije Universiteit* Amsterdam.
- 14:35 Roundtable discussion with UNESCO chairholders and Workshop leaders (see below), chaired by **Prof. dr. Mzamo Mangaliso**, Department Chair of Isenberg School of Management, University of Massachusetts,  
<https://www.isenberg.umass.edu/people/mzamo-mangaliso> and **Prof. dr. Fons Trompenaars**.
- 15:30 Tea and Coffee break
- 16:00 Parallel workshops
- 17:00 Drinks and snacks

## Workshops:

### Workshop 1

*Dignifying Human Movements for Intercultural Awareness*, by **dr. Maria Lourdes Rubio Rico** (UNESCO Chairholder) and **Silvia Monserrate Gomez** (coordinator UNESCO Chair). <https://www.urv.cat/en/society-business/chairs/intercultural-dialogue/>, Universitat Rovira i Virgili, Catalonia Spain.

The purpose of this workshop on Human Movements is to create a safe space where participants can collectively engage in experiential learning, enabling them to recognize and dignify their own roots for recognizing and dignifying the roots of others. Through such reflection, they will be better able to engage in a true dialogue based on mutual respect. This process of reflection will also help them to enhance intercultural acceptance, both of self and others.

### Workshop 2

*Navigating (Strategic) Paradoxes and Dilemmas, a 21<sup>st</sup> C Life Skill to handle persistent tensions in work and beyond*, by **dr. Jonathan Schad**, Associate Professor in Strategy and Organization and **Prof. dr. Brian Tjemkes**, Section Head Strategic Management VU, both members of the VU Knowledge Hub for Navigating Strategic Paradoxes <https://vu.nl/en/about-vu/faculties/school-of-business-and-economics/teams/vu-knowledge-hub-for-navigating-strategic-paradoxes>

### Workshop 3

*VU cultural heritage since 1878; moral leadership and a sustainable mission in turbulent times*, by Dr. **Ab C. Flipse**, University Historian and founding director of Geheugen van de VU, History of the VU, [www.geheugenvandevu.nl](http://www.geheugenvandevu.nl), <https://research.vu.nl/en/persons/ac-flipse> and **Eline Bos, MSc**, VU Academic Heritage Curator, <https://vu.nl/en/about-vu/divisions/university-library/more-about/team-special-collections>, <https://www.linkedin.com/in/eline-b-293772a8/> [https://issuu.com/vuuniversity/docs/vu\\_objects\\_and\\_their\\_stories](https://issuu.com/vuuniversity/docs/vu_objects_and_their_stories)

In this workshop, we let participants interact with cultural heritage from the history of Vrije Universiteit Amsterdam to learn about and better understand the university's special history. The university was founded in 1880 to conduct science free from state interventions and with a focus on societal impact. Throughout its history up until today, this mission sustained and forms the basis of VU's policies and daily practices. By letting participants closely study cultural heritage objects, we let them experience history in a memorable way.



#### Workshop 4

*Introduction to Futures Thinking with Causal Layered Analysis for Cross-Cultural Sustainability*, by **Christine Kavazanjian**, Project Officer in Futures Literacy & Foresight, Social and Human Sciences, UNESCO Paris. <https://www.unesco.org/en/futures-literacy>  
<https://www.unesco.org/en/social-human-sciences> and **Prof. dr. Christine Volkmann**, UNESCO Chair of Entrepreneurship and Intercultural Management, at the Schumpeter School of Business and Economics of the University of Wuppertal in Germany.  
[https://en.wikipedia.org/wiki/Christine\\_Volkmann](https://en.wikipedia.org/wiki/Christine_Volkmann)

In this session, we will introduce participants to the renowned futures thinking tool - Causal Layered Analysis (CLA). Developed by Sohail Inayatullah, UNESCO Chair in Futures Studies, CLA is a four-level sensemaking approach to analyse and develop scenarios related to a particular issue in the future. The tool allows us to explore different layers of societal issues, from the surface layer of events to the deeper layers of cultural paradigms and worldviews. Through the workshop, we aim to contribute to the symposium's overarching goals of enhancing awareness, understanding, and knowledge generation for cross-cultural sustainability. This workshop serves as a practical step towards building sustainable communities and aligns with VU's commitment to societal impact. Format: Interactive session combining theoretical insights and hands-on CLA exercises.

#### Workshop 5

*Increase your cultural sensitivity in coaching*, by **Prof. dr. Yvonne Burger**, director Center for Executive Coaching (CEC), <https://vu.nl/nl/over-de-vu/onderzoeksinstituten/center-for-executive-coaching>, **Ghislaine Coenegracht**, executive coach, team coach and speaker coach in non-profit and academia, <https://nl.linkedin.com/in/ghislaine-coenegracht>, and **Wilbert Verheijen**, Managing Director Canon EMEA, and CEC Master researcher on cross-cultural team coaching, <https://www.linkedin.com/in/wilbert-verheijen-0671352/?originalSubdomain=at>

In education and organizations we increasingly encounter teams in which people with different cultural backgrounds have to work together. This requires cultural sensitivity, whether you are a team leader, team member or coach/supervisor. Milton Bennett's model can be helpful in gaining insight into your own cultural sensitivity. This workshop is aimed at self-reflection: how competent are you already in this area? Where is room for improvement? And what do we learn from research for your own coaching practice?

## Profiles of speakers

Prof. dr. Svetlana Khapova



**Svetlana Khapova** is a full-professor of Organizational Behavior at the School of Business and Economics (SBE) of the Vrije Universiteit Amsterdam in the Netherlands. She is Head of Management & Organization Department, and Head of the Research Group HRM & Organizational Behavior. Between 2009-2017, she served as a founding Director of Amsterdam Business Research Institute (ABRI). ABRI caters for doctoral education in management and organization studies at VU.

Professor Khapova's research focuses on careers, employability, and employees' proactive behavior at work. Internationally, she is known for her work on "the boundaryless career" concept.

Currently, she is working on extending her research to examining effects of individual career behaviors on a diversity of individual and organizational outcomes. Among relevant individual outcomes are well-being, (mental) health, work engagement, creativity and entrepreneurship. Among relevant organizational outcomes are firm performance, new venture creation, team performance.

Professor Khapova held leadership positions at the Academy of Management between 2009-2013, serving as a Division Chair and Program Chair of Careers Division. She also organized and chaired many international conferences on the topic of careers, and co-convened the careers sub-tracks of the European Group for Organizational Studies (EGOS). In 2021, together with her colleagues, Professor Khapova hosted EGOS conference in Amsterdam.

For more information:

<https://businessdatascience.nl/person/1607/svetlana-khapova>

<https://research.vu.nl/en/persons/sn-khapova>

<https://www.youtube.com/watch?v=KV78lumeu0o>

Khapova, S. N., & Arthur, M. B. (2011). Interdisciplinary approaches to contemporary career studies. *Human relations*, 64(1), 3-17.

<https://doi.org/10.1177/0018726710384294>

Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. (2019). Does entrepreneurial leadership foster creativity among employees and teams? The mediating role of creative efficacy beliefs. *Journal of Business and Psychology*, 34, 203-217.

<https://doi.org/10.1007/s10869-018-9536-y>

Gorbatov, S., Khapova, S. N., & Lysova, E. I. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in psychology*, 9, 410466.

<https://doi.org/10.3389/fpsyg.2018.02238>

Kathleen Ferrier



**Kathleen Ferrier** is Chair of the Netherlands Commission for UNESCO (2019-present). She is a (world) connector with strong cross-cultural communication skills, born in Paramaribo, Suriname and the daughter of the late Johan Ferrier, 1<sup>st</sup> President of Suriname following independence and sister of prominent equal rights activist Joan Ferrier. Like her father and sister, Kathleen's dedication to uniting divisions is unequivocal. She is passionately committed to global social change regarding sustainability and human rights, such as fighting modern slavery. Her societal engaging work includes politics, international organizations, the United Nations, non-governmental organizations, academic institutions and international businesses. She has lived in Chili and Brazil, in The Netherlands and in Hong Kong.

She worked in slum areas in big cities, with migrant communities in The Netherlands and Europe and served as a member of Dutch parliament of the Christian Democratic Party. She is involved in issues related to sustainability and human rights, such as fighting modern slavery.

She is Honorary Professor of the Global Practice for Human Rights, at the Asian University for Women in Bangladesh (2016-present), co-founder of Bright Hong Kong a think tank on social-political issues and their interrelatedness ([www.brighthk.org](http://www.brighthk.org), 2015-present), and Ambassador for the 'Mekong Club, fighting modern slavery' in Hong Kong ([www.themekongclub.org](http://www.themekongclub.org), 2014-present). In her role as member of the Independent Expert Review Group IERG (2012-2015) she conducted country visits and was responsible for reporting on developments. As such, she witnessed the setup of the SDGs and the rationale behind them. She serves in several boards, including the Board of the Martin Luther King Lecture (chair, 2010-2020), Stichting Geuzenpenning <https://geuzenpenning.nl> (chair, 2018-2022), chair of the Foundation Johan Ferrier Fund and member of the International Institute of Social Studies Advisory Board.

Kathleen received several awards both internationally and in the Netherlands. After leaving Parliament in 2012, Ferrier was awarded the Ridder in de Orde van Oranje Nassau. She was awarded in 2011 the Águila Azteca, highest decoration of the Mexican Government for foreigners.

Kathleen did her Masters in Spanish Language, Literature and Culture at Leiden University. She is an esteemed public speaker and a writer of inspirational columns, articles and 4 books on international relations, human rights, democracy and politics. Throughout her career, she is the personification of UNESCO's mission 'Building peace in the minds of men and women'.



For more information:

[https://en.wikipedia.org/wiki/Kathleen\\_Ferrier\\_\(politician\)](https://en.wikipedia.org/wiki/Kathleen_Ferrier_(politician))

<https://www.youtube.com/watch?v=-7cpInmsSsY>

<https://kathleenferrier.nl/>

<https://www.unesco.nl/nl/medewerker/kathleen-ferrier>

Prof. dr. Jeroen Geurts



**Jeroen Geurts** is Rector Magnificus VU Amsterdam and member of the Netherlands Commission for UNESCO.

Educational background. Jeroen Geurts studied Neurobiology at the University of Amsterdam (UvA) and conducted research on the nerve disorder amyotrophic lateral sclerosis (ALS) during his education. After completing his studies, he earned his doctorate for research on gray matter damage in multiple sclerosis (MS) at VU Amsterdam. He also pursued studies in philosophy at VU Amsterdam.

Work experience. In addition to his scientific work, Geurts has been actively involved for a long time in translating science for a broader audience. He has authored several books on the brain and brain research, regularly publishing articles, opinion pieces, and columns in newspapers and magazines. In 2010, he co-founded the Brein in Beeld foundation (BiB) with two colleagues.

From 2013 to 2015, Geurts served as the chairman of the knowledge platform De Jonge Akademie of the Royal Netherlands Academy of Arts and Sciences (KNAW). From 2017 to 2022, he held the position of chairman of ZonMw and was a member of the board of the Netherlands Organisation for Scientific Research (NWO), overseeing health research and medical sciences. In these organizations, he was involved in establishing a unified consortium that promotes new forms of Recognition & Rewards in science. In 2022, Jeroen Geurts was appointed as a member of the Dutch UNESCO Commission.

As Rector Magnificus of VU Amsterdam, Jeroen Geurts plays a central role in the governance and representation of the university. He is responsible for promoting the quality of education, research, and knowledge valorization. He leads the academic community and fosters an environment in which teachers, researchers, and students can excel in their respective fields. He also promotes interdisciplinary research and collaboration with other universities, research institutes, and societal organizations. Additionally, he contributes to the development of an inclusive and diverse academic climate where talented individuals have equal opportunities.

Ancillary positions:

- Member UNESCO Commissie Nederland
- Professor of Translational Neuroscience Faculty of Medicine VU Amsterdam
- Director of Brein in Beeld.

For more information:

<https://vu.nl/en/stories/prof-dr-jeroen-j-g-geurts-rector-magnificus>

<https://www.unesco.nl/nl/medewerker/jeroen-geurts>

<https://www.youtube.com/watch?v=EpuGgB045AU>

[https://nl.wikipedia.org/wiki/Jeroen\\_Geurts](https://nl.wikipedia.org/wiki/Jeroen_Geurts)



Neal Blaak



**Neal Blaak** is the adopted son of VU alumnus Jaap Blaak who met Martin Luther King in 1965 at *Vrije Universiteit* Amsterdam. Neal gave an impressive speech (see his life story in the attachment) in October 2023 during a reunion of the MLK VU alumni. <https://vu.nl/nl/nieuws/2023/martin-luther-king-1965-zij-waren-erbij> Quote from Neal's speech at VU MLK alumni dinner, October 2023: *"...My journey began in the early '70s when I was adopted by two compassionate Caucasian individuals of Dutch descent in the United States. Their inspiration, drawn in part from the transformative ideas of Martin Luther King Jr., has laid the foundation for a life dedicated and based on the principles of love, justice, and equality. Growing up in the United States during the '70s and again in the '90s through 2019 gave me a unique perspective on the evolution of societal norms and values in the U.S. and the Netherlands during the last 4 decades. I think it is fair to say that the principles of MLK resonated in our household. Both of my parents, unwavering in their belief in equality, refused to tolerate discrimination of any form..... As Martin Luther King Jr. said so well, "We must learn to live together as brothers or perish together as fools."*

Dr. Mzamo Mangaliso



**Prof. dr. Mzamo Mangaliso**, Department Chair of Isenberg School of Management, University of Massachusetts, <https://www.isenberg.umass.edu/people/mzamo-mangaliso>, is the former President and Director of the National Research Foundation, Pretoria, South Africa. He is an Associate Professor at the Isenberg School of Management, University of Massachusetts-Amherst, MA, where he has taught since 1988. Born in South Africa, he obtained his Bachelor's degree in Physics and Chemistry (1974) and a post-graduate diploma in Mathematics and Educational Sciences (1975) from the University of Fort Hare. He subsequently completed an MBA from Cornell University and his PhD in strategic management from the University of Massachusetts, Amherst, MA. On January 18, 2014, Mzamo Mangaliso delivered a Keynote Address at the 30th Annual MLK Breakfast Celebration in Amherst, MA. The theme of his keynote was 'A Celebration of the Champions of Freedom: Martin Luther King, Nelson Mandela, and Mahatma Gandhi'. Previously, he worked as a metallurgical research analyst at the Harmony Gold Mines in South Africa, as a bank employee in Johannesburg, and for a number of years as a production manager at Unilever in Durban, South Africa. From 1985 to 1990, Professor Mangaliso was co-director of the South African Student Orientation Program at Denison University in Granville, Ohio. The program was administered by the Institute of International Education and funded by United States Agency for International Development. At the University of Massachusetts, Professor Mangaliso has served as MBA Program Director (1990-92), as Faculty Senator (1996-99), and most recently as Coordinator of the PhD Program in Strategic Management. Professor Mangaliso was President and Fellow of the Eastern Academy of Management in 2001-2002, and Director of the International Conference on Managing in a Global Economy. He is a globally renowned researcher in the field of African management and Ubuntu, Black Studies, and presented a symposium together with SERVUS, among others, during the Academy of Management 2020 [www.aom2020.aom.org](http://www.aom2020.aom.org) on diversity and inclusion and Black Lives Matter. He also coordinated the AOM symposium teamwork in 2021, 2022 and 2023.

<https://www.isenberg.umass.edu/people/mzamo-mangaliso>

**Publications:**

Mangaliso, M.P. (2020). Whose perspective matters? African management theorists and theorists of African

management. Conditionally accepted for publication in the Africa Journal of Management (Routledge).

Mangaliso, M. P. (2001). Building Competitive advantage from Ubuntu: Management lessons from South Africa. *Academy of Management Perspectives*, 15(3): 23-33.

Mangaliso, M.P. (2014). A Celebration of the Champions of Freedom: King, Mandela, and Gandhi. Keynote Address at the 30th Annual MLK Breakfast, Amherst MA, 1/18/2014

Mangaliso, M. P., Mangaliso, N.A., Knipes, B., Jean-Denis, H., & Ndanga, L.B. (2018). Ubuntu as essential inspiration for more humanistic organizational management (with). In F. Ovadje & S. Aryee (Eds.). *Routledge Handbook on Organizational Change in Africa*, pp. 80- 101. London, UK: Routledge Publishing.

Mangaliso, M. P. & Mangaliso, N.A. (2018). Challenges and possibilities of bridging the historical socio-economic disparities. *The South African Mosaic II: A Sociological Analysis of Post-Apartheid Conflict, Two Decades Later*, pp. 109-118. Lanham, MD. Rowman & Littlefield Publishing.

## Profiles of workshop-leaders

### Workshop 1



**Lourdes Rubio-Rico (LRR):** Degree in Nursing from the University of Barcelona (UB). Degree in Humanities from the Open University of Catalonia (UOC). DEA in Sociology, Mediterranean Intercultural Studies from the Universitat Rovira i Virgili (URV), PhD from the URV. Professor at the Faculty of Nursing, URV. Experience in research on vulnerable migrants. Several publications on immigration and health. Experience in research using both qualitative and quantitative methods. Since September 2019, director of the UNESCO Chair on Intercultural Dialogue in the Mediterranean and principal investigator of the UNESCOMED research group (URV).



**Sílvia Monserrate Gómez (SMG):** Degree in Arabic Philology by University of Barcelona. Arabic language studies at Université Mohamed V Rabat in Morocco, Bourguiba Institute in Tunisia and University of Damascus in Syria. Master's degree in Mediterranean Cultural Studies and PhD studies by Universitat Rovira i Virgili, Systemic Pedagogy Studies at MES\_Moviment Educatiu Sistèmic de Catalunya. She is currently the Coordinator and Management projects officer at UNESCO Chair of Intercultural Dialogue in the Mediterranean at University Rovira i Virgili, since 2006, and researcher at the UNESCOMED Research Group (URV). She has been also professor of European Management Projects at International Master in EuroMed Relations at the same university. Her current motivation focuses on new forms of education to counter hate speech and the spiritual dimension as a tool for the education for peace and for the construction of new narratives.

## Workshop 2



**Prof. dr. Brian Tjemkes:** a member of the VU Knowledge Hub for Navigating (Strategic) Paradoxes, <https://vu.nl/en/about-vu/faculties/school-of-business-and-economics/teams/vu-knowledge-hub-for-navigating-strategic-paradoxes> Brian is Professor of Strategic Management at the Vrije Universiteit (VU) Amsterdam, School of Business & Economics. He is head of the Strategic Management section and program director of the International Business Administration program. His research interests center on strategic alliances, business ecosystems, public-private partnerships, particularly with a (corporate) transformation and cross-cultural focus. His work has been disseminated through various academic and professional conferences and publications in among other Journal of Management Studies, Management Decision, Journal of International Management, and Journal of Cross-Cultural Psychology. He is co-author of the book *Strategic Alliance Management and Transformative Strategies*.

Brian is program director of the International Business Administration (IBA) program. He is also involved in several undergraduate, graduate, executive, and summerschool courses, among which Foundations of Strategic Management, Alliance Mergers, and Networks, and Master Thesis Supervision. <https://research.vu.nl/en/persons/bv-tjemkes>



**Dr. Jonathan Schad:** coördinator of the VU Knowledge Hub for Navigating (Strategic) Paradoxes, <https://vu.nl/en/about-vu/faculties/school-of-business-and-economics/teams/vu-knowledge-hub-for-navigating-strategic-paradoxes>



for-navigating-strategic-paradoxes Jonathan joined the VU in 2021 as an Associate Professor in Strategy and Organization at the department of Management and Organization. Prior, he was an Assistant Professor ('lecturer' in the UK system) at King's Business School, King's College in London. He further was a visiting postdoctoral scholar at Bayes Business School (formerly Cass) at City, University of London, on a grant awarded by the Swiss National Science Foundation. Jonathan holds a PhD in management studies from the University of Geneva, Switzerland (awarded in November 2017).

Jonathan's research is at the intersection of strategy and organization theory. He seeks to understand how organizations can manage fundamental competing demands, such as stability and change, short-term and long-term, and profit and purpose. Jonathan thereby draws on and contributes to paradox theory.

### Workshop 3



**Eline Bos**, MSc MA is curator of Academic Heritage at Vrije Universiteit Amsterdam. She studied History and Philosophy of Science at Utrecht University, specializing in scientific heritage and science communication.



**Dr. Ab C. Flipse** is a University Historian of the Vrije Universiteit Amsterdam. He is based in the Cultural History research group within the Faculty of Humanities, where he conducts and coordinates research on the history of universities (especially the history of the VU Amsterdam), of science, of medicine, of science and religion, as well as teaches on a variety of subjects. Having a university-wide position, he also performs functions such as public outreach and advising administrators, faculty, and students on matters dealing with the history of the Vrije Universiteit Amsterdam.

## Workshop 4



**Christine Kavazanjian** is the Project Officer for Futures Literacy and Foresight at UNESCO, under the Management of Social Transformations Programme, within the Social & Human Sciences Sector. She is responsible for designing and managing a broad portfolio of initiatives with a focus on futures capacity-building for global, regional and national stakeholders, as well as across the UN ecosystem. She is also responsible for the development of the Futures Literacy & Foresight network with the overall objectives of advancing research and fostering collaboration in the field, and finally, cultivating inter and cross-sectoral initiatives within UNESCO. Christine holds a bachelor's degree in social sciences from the University of Toronto, and an MBA from the University of Oxford. Prior to UNESCO, Christine spent a large part of her professional career in the banking sector, with a focus on business strategy and change management. She is particularly interested in how developing futures capacity across institutions and society can contribute to social transformation.



**Prof Dr Christine K. Volkmann** holds the UNESCO Chair of Entrepreneurship and Intercultural Management at the Schumpeter School of Business and Economics at the University of Wuppertal. Her research and teaching activities are orientated towards the United Nations Sustainable Development Goals (SDGs) with a current focus on Sustainable Entrepreneurship and Women Entrepreneurship.

She has been the co-spokesperson for the German UNESCO chairs since 2019. As part of her UNESCO activities, she has been involved in the topics of entrepreneurship, innovation, and sustainability at Eastern European universities for many years. She has been a visiting professor at the Bucharest University of Economics (ASE) since 2005.

In 2011, she founded the interdisciplinary Jackstädt Center for Entrepreneurship and Innovation Research at the University of Wuppertal and has been the board's spokesperson ever since. In 2018, she was the initiator and co-founder of a university-wide, regional innovation lab, which was expanded into the University of Wuppertal's Start-up Center. In 2020, in the context of the project "Women Entrepreneurs in Science" she and her team also established a network to promote start-ups by women at universities in North-Rhine Westphalia.

In the past, she has acted as an honorary advisor in her area of expertise to the European Foundation for Entrepreneurship Research (EFER), the European Economic and Social Committee, the EU Commission, and UNCTAD, among others.

## Workshop 5



### **Wilbert Verheijen**

Wilbert Verheijen is a Managing Director at Canon with the aim to accelerate growth in fast-developing regions, spanning from countries in Southeast Europe, Middle East to Central Asia. With a global CEO background in the IT and services industry and having lived and worked in Europe, North America and Asia, he has developed a passion for leadership and coaching across cultures.

<https://www.linkedin.com/in/wilbert-verheijen-0671352/?originalSubdomain=at>



**Prof. dr. Yvonne Burger** is full professor 'Organisational Culture, Communication and Leadership' at the Vrije Universiteit in Amsterdam, The Netherlands. She leads the VU Center for Executive

Coaching. She works also as an independent consultant, non-executive board member and executive (team)coach and is specialised in individual, team and organisational development at C-level. She is (international) experienced in various sectors – both profit and not-for-profit organizations – and is a member and Academic Fellow of the International Council of Management Consulting Institutes (ICMCI).

Yvonne publishes books and articles on work related subjects regularly. She worked for several management-consulting firms like Touche Ross International and the Twynstra Group in The Netherlands. She was also Dean of Sioo Business School in The Netherlands, the inter-university centre for development in the field of organisation studies and change management. [www.yvonneburger.nl](http://www.yvonneburger.nl) & <https://research.vu.nl/en/persons/yvonne-burger> [WM1]



After an international career in China and the U.S.A. **Ghislaine Coenegracht** joined KLM Airlines as an international management trainer, worked as a project manager at Schiphol Airport and as program manager at De Baak: Centre for Leadership. At the moment she works as an executive coach, team coach and speakers coach in non-profit and academia, preferably in an environment where intercultural sensitivity matters. <https://nl.linkedin.com/in/ghislaine-coenegracht>

## Symposium co-chairs

Prof. dr. Fons Trompenaars



**Fons Trompenaars** received his MA in Economics at the *Vrije* Universiteit Amsterdam in 1979 and his PhD from the [Wharton School of the University of Pennsylvania](#) in 1983 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. Latest award: [2023 Global WFPMA George Petitpas Award](#) from [The World Federation of People Management Associations](#). 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.

Positions - Co-Director at SERVUS the Servant-Leadership Centre for Research and Education [www.vu.nl/SERVUS](http://www.vu.nl/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). Fons is member of the VU Knowledge Hub for Navigating (Strategic) Paradoxes, <https://vu.nl/en/about-vu/faculties/school-of-business-and-economics/teams/vu-knowledge-hub-for-navigating-strategic-paradoxes> <https://www3.thtconsulting.com/partners/fons-trompenaars/>



Dr. Sylvia van de Bunt



**Sylvia van de Bunt** is UNESCO chairholder 'Cross-Cultural Sustainability', co-director of the research centre SERVUS ([www.vu.nl/SERVUS](http://www.vu.nl/SERVUS)) and Associate Professor at M&O (VU), coordinator of executive education courses, and Visiting Professor at University of Suffolk, UK. In 2020 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 her career she has gained extensive supervisory and governing board experience e.g. Supervisory Boardmember of Compu'Train and Kennisnet, and was/is president 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 Haarlem, Advisory Committee member of the Access to Medicine Index, and Advisory Boardmember VU Foundation, and VU Work Council member. Quote elected her one of the 600 most influential Dutch business persons. She was/is active in volunteer organizations for local mentoring, coaching and community building and received the Royal decoration Officer of Oranje-Nassau

<https://vu.nl/en/news/2022/sylvia-van-de-bunt-appointed-as-officer-of-oranje-nassau>

She served as a management consultant for various international firms, business schools and NGO's. She was EU 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 books, presented/published papers and organized PDWs at a.o. the Academy of Management, EURAM, EAIE, WCCES and EFMD.

<https://research.vu.nl/en/persons/sgm-van-de-bunt> Sylvia is member of the VU Knowledge Hub for Navigating (Strategic) Paradoxes, <https://research.vu.nl/en/persons/sgm-van-de-bunt>

## Recommended Reading

- Baldermann, S., & Schmid, S. (2022). The great exodus? How economies fall behind in the global race for talented employees. ESCP Business School Impact Paper.  
<https://academ.escpeurope.eu/pub/IP%20N°2022-01-EN.pdf>
- Brown, B. J., Hanson, M. E., Liverman, D. M., & Merideth, R. W. (1987). Global sustainability: Toward definition. *Environmental Management*, 11, 713-719.
- Bunt, S. van de (2021). Modesty is a virtue. In: VU Amsterdam Objects and their stories. 1960- 1965 Gown worn by Rev. Dr Martin Luther King. Jr., CLUE+ Research Institute for Culture, Cognition, History and Heritage of VU, A. Flipse and L. Neervoort (Eds.), pp. 70-71.
- Bunt, S., van de, & 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*, Faghih, N. (Editor), Springer Nature Publishers, Part II, pp. 243-268.  
<https://vu.on.worldcat.org/oclc/930600719>
- Burger, E. & M. Reidinga (2020). *Executive Teamcoaching in de praktijk*. Kloosterhof.
- Dauth, T., Schmid, S., Baldermann, S., & Orban, F. (2023). Attracting talent through diversity at the top: The impact of TMT diversity and firms' efforts to promote diversity on employer attractiveness. *European Management Journal*, 41(1), 9-20.
- Engbers, M., & Khapova, S. N. (2023). How boards manage the tension between cognitive conflict and cohesiveness: Illuminating the four board conflict climates. *Corporate Governance: An International Review*. <https://onlinelibrary.wiley.com/doi/full/10.1111/corg.12516>
- Ferrier, K. (2020) *Hoe wij hier ook samen kwamen. Een pleidooi voor menselijkheid, nieuwsgierigheid en de verbindende kracht van verhalen*, (However we got here together. A plea for humanity, curiosity and the connecting power of stories and storytelling), Balans Publishers
- Ferrier, K. (2002) *Migrantenkerken, (Migrant churches)*, Kok Publishers.
- Ferrier, K. (2006) *Armoede, de angel in onze rijkdom, (Poverty, the sting in our richness)*, Ten Have Publishers
- Klok, Y., Kroon, D. P., & Khapova, S. N. (2023). The role of emotions during mergers and acquisitions: A review of the past and a glimpse into the future. *International Journal of Management Reviews*. <https://onlinelibrary.wiley.com/doi/abs/10.1111/ijmr.12322>
- Mangaliso, M. P., Mangaliso, N.A., Ndanga, L. B., & Jean-Denis, H. (2021). Organizational Change Management in Africa: Incorporating the core values of Ubuntu. *Journal of African Business* (Routledge), 120. <https://drive.google.com/file/d/14CoWDqKd303590knVpsaXwr5je5oJEzG/view?usp=sharing>
- Schad, J. Lewis M.W., Eaisch, S. Smith, S.K. (2016) Paradox Research in Management Science: Looking Back to Move Forward., In: *Academy of Management Annals*. 10, 1, pp. 5-64
- Soini, K., & Dessen, J. (2016). Culture-sustainability relation: Towards a conceptual framework. *Sustainability*, 8(2), 167.
- Throsby, D. (1995). Culture, economics and sustainability. *Journal of Cultural Economics*, 19, 199-206.

- Tjemkes, B. (2022). I feel the earth move: Reigniting strategic management with purpose, Inaugural speech, 13 October, VU Amsterdam
- Trompenaars, F. & Hampden-Turner, C. (2021). Riding the Waves of Culture (4<sup>th</sup> ed.). John Murray.
- Trompenaars, F. (2023) selection of podcasts and interviews: [Perspective leadership and its layering, as opposed to the existing monolithic management knowledge and literature](#) following on from the launch of book "Perspective Leadership - Management in the 21st Century", [Fail Smart - lessons in leadership in life](#)", [Nordic Leaders Podcast](#), [AIHR - HR Vision Interview](#)
- Weir, D. Sultan, N. and Van de Bunt, S. (2019), Doing business in the Arab world: Unlocking the potential of Wasta. In: Globalization and Development – Entrepreneurship, Innovation, Business and Policy Insights from Asia and Africa, Faghieh, N. (Editor), Springer Nature Publishers, pp. 323-342. <https://vu.on.worldcat.org/oclc/1099525088>

## Registration Form

Please find the Registration Form below. After completion of your registration you will receive the full UNESCO symposium details and directions to VU Amsterdam campus. Your badge will be available at the entrance of the conference hall.

[https://fd20.formdesk.com/vuamsterdam/unesco\\_symposium\\_2024](https://fd20.formdesk.com/vuamsterdam/unesco_symposium_2024)

Looking forward to meeting you,

The organizing team