

# Building People-Oriented Organizations

Prof. dr. D. van Dierendonck



Inaugural Address Series  
Research in Management

# **Building People-Oriented Organizations**

### **Bibliographical Data and Classifications**

Library of Congress Classification  
(LCC)

HF5549+, HF4904.7, HF5549.5J63, HM791,  
HD58.9

Journal of Economic Literature (JEL)  
[http://www.aeaweb.org/journal/jel\\_class\\_system.html](http://www.aeaweb.org/journal/jel_class_system.html)

A14, M12, J28, J62, L20

Free keywords

Human capital  
Globalization  
Rhineland model  
Humane capitalism  
Anglo-Saxon model  
Aging workforce  
New ways of working  
Individualized compensation  
Job satisfaction  
Commitment  
Servant Leadership

### **Erasmus Research Institute of Management - ERIM**

The joint research institute of the Rotterdam School of Management (RSM)  
and the Erasmus School of Economics (ESE) at the Erasmus Universiteit Rotterdam  
Internet: [www.irim.eur.nl](http://www.irim.eur.nl)

### **ERIM Electronic Series Portal:**

<http://repub.eur.nl/pub>

### **Inaugural Addresses Research in Management Series**

Reference number ERIM: EIA-2015-066-ORG

ISBN 978-90-5892-437-7

© 2015, D. van Dierendonck

**Design and layout:** B&T Ontwerp en advies ([www.b-en-t.nl](http://www.b-en-t.nl))

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the author(s).



# Building People-Oriented Organizations

Rede in verkorte vorm uitgesproken op 18 december 2015,  
bij het aanvaarden van de bijzondere leerstoel  
hoogleraar in Human Resource Management,  
ingesteld door het Erasmus Trustfonds  
aan de Rotterdam School of Management, Erasmus University.

**Prof. dr. D. van Dierendonck**

Rotterdam School of Management  
Erasmus University Rotterdam  
P.O. Box 1738  
3000 DR Rotterdam  
E-mail [dvandierendonck@rsm.nl](mailto:dvandierendonck@rsm.nl)

## Samenvatting

---

In deze lezing zal ik ingaan op drie HR uitdagingen vanuit de context dat organisaties, het werk en de wijze waarop het werk is georganiseerd snel aan het veranderen zijn. Dit vereist een nieuwe kijk op de HR praktijk vanuit een sterk mensgerichte aanpak. De eerste uitdaging is om anders naar mensen in organisaties te kijken, rekening houdend met de volledige breedte van wie zij zijn en wat zij kunnen worden. De tweede uitdaging is om een leiderschaps-cultuur en werkomgeving te bouwen die medewerkers aanmoedigt volledig tot hun recht te komen zodat ze optimaal presteren, zichzelf ontwikkelen en persoonlijk groeien. De derde uitdaging is om HR opnieuw te ontwerpen, startend vanuit de realisatie dat respect en vertrouwen twee integrale elementen zijn van de organisatie die voorop zouden moeten staan in de HR praktijk. Het perspectief dat hier gepresenteerd wordt benadrukt het creëren van condities voor continue groei en voor de ontwikkeling van alle mensen in organisaties, waarbij het belang wordt onderschreven van zingeving en sociale erkenning.

## Abstract

---

In this inaugural address, I will pinpoint to three HR challenges within the context that organizations, work and the way work is organized is rapidly changing. It requires a new look at HR practices using a strong people-oriented approach. The first challenge is to perceive people within organizations differently, taking into account the full breadth of who they are, and what they can be. The second challenge is to build a leadership culture and a work environment that encourages employees towards flourishing in terms of optimal performance, self-development, and personal growth. The third challenge is to redesign HR, starting with the realization that respect and trust are two integral elements of the organizational culture that should be in the forefront of HR practices. The perspective presented here emphasizes the creation of conditions for continuous growth and development of all people within organizations, underlining the importance of meaningfulness and social recognition.



# Content

---

<b>Samenvatting</b>	<b>4</b>
<b>Abstract</b>	<b>5</b>
<b>Content</b>	<b>7</b>
<b>1. Introduction</b>	<b>9</b>
<b>2. The individual: The essence of flourishing</b>	<b>14</b>
<b>3. The leader: Facilitating optimal performance</b>	<b>18</b>
<b>4. The organization: Creating conditions for flourishing</b>	<b>21</b>
<b>5. A look towards the future</b>	<b>25</b>
<b>6. Word of thanks</b>	<b>27</b>
<b>7. References</b>	<b>28</b>
<b>Erasmus Research Institute of Management - ERIM</b>	<b>36</b>

*“When I was 17, I read a quote that went something like this: “If you live each day as if it was your last, someday you’ll most certainly be right.” It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: “If today were the last day of my life, would I want to do what I am about to do today?” And whenever the answer has been “No” for too many days in a row, I know I need to change something.*

*Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help me make the big choices in life. Because almost everything – all external expectations, all pride, all fear of embarrassment or failure – these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.”*

*Quote taken from: Steve Jobs (2005) Stanford Commencement address.*

## 1. Introduction

---

*Mijnheer de Rector Magnificus,  
Geacht College van Dekanen,  
Gewaardeerde collega's,  
Dames en heren,*

So, why do we get out of bed each morning? Do you ever ask yourself, why you get up, take a shower, have breakfast, get dressed, and go to work? Because that is what most of us do, day in, day out. Of course, we need money to pay for a roof over our head, to eat, to pay the rent or the mortgage, and to put our children through school. However, this cannot be the only reason. It was Peter Drucker who allegedly stated: "Profit for a company is like oxygen for a person. If you don't have enough of it, you're out of the game. But if you think your life is about breathing, you're really missing something."

So, what is life in general and life in organisations specifically about? Money has taken up such a central role within our world and in our organizations that we sometimes seem to forget what it means to be human. One has only to look at the skyline of cities like Rotterdam or Amsterdam to realize that our places of worship have changed. No longer is the view dominated by churches or castles; skyscrapers of financial institutions have taken over. We seem to almost forget that what we want from life is simply to be happy, to flourish, to become the best we can be. And this pursuit of happiness may be as old as history itself (McMahon, 2007).

Reading organizations' annual reports shows us that most of them agree that people are their most valuable asset. Alternatively, to put it more bluntly, people are the organization. The only way to be successful as a company is through its people. This means that as an organization you have to find the right people and entice them to work for you, to build a structure that enables them to use their capabilities and improve on them, and to motivate them to contribute continuously and to the best of their potential.

Towards the end of the last century, this focus on people became more important with the shift from a manufacturing and production economy to a service sector asset-based economy. It is therefore not surprising that next to finance, marketing and operations, human resource management (HRM) is now a core area for successful organizations. Research into the impact of HRM practices of the last twenty years has clearly shown that HR practices matter for

the performance of companies (Huselid & Becker, 2011). HRM can even be seen as the earliest management function (Deadrick & Stone, 2014). In the earliest tribes, it was the leader's responsibility to divide the labor and look after the needs of the people in the group. With the advent of civilization, for centuries work was done by craftsmen often organized in guilds. It was only with the rise of the manufacturing industry in the late 18th century when work could be done by unskilled workers that laborers became perceived as resources that needed only little care.

HR, as the people oriented department of an organization, started in the early 1900s. The influence of HR fluctuated depending on the labor market (Cappelli, 2015). It was strong in times of labor shortages when good people were hard to find and could easily leave the organization to find a job elsewhere, whereas it was low at other times, for example, during the Great Depression in the 1930s, when management was characterized by a 'drive' system of intimidation and bullying.

In the 20<sup>th</sup> century, attention for the needs of workers was acknowledged again with the rising influence of the human relations movement. Quality of work life in terms of autonomy, job security, job clarity, working hours, pay satisfaction, and employment conditions became a focus of attention. High job quality allows employees to use and develop a variety of skills and knowledge (Asag-Gau & Van Dierendonck, 2011). It has been an intensively studied area for many years, and this research has confirmed the importance of job quality for both the well-being of employees and of organizations (Findlay, Kalleberg, & Warhurst, 2013).

Starting at the end of the last century, the strategic importance and the role of HR was acknowledged and professional HR managers became part of top management teams in modern organizations. With it came the potential pitfall of perceiving employees more as resources serving the goals of the organization and less as people with needs and values of their own. Now, as we are nearing the end of 2015, the effects of the 2008 Great Recession can still be felt in many organizations. Current unemployment levels have caused many people to be careful and to cherish the job they have, so management may not be that motivated to pay explicit attention to HR.

In many organizations, there is a disconnect between what HR sees as important and what it spends its time and energy on. This is – among other things – influenced by the replacement of our traditional Rhineland model

of 'humane capitalism' with a focus on collaboration and consensus by an Anglo-Saxon model with more room for the market and neo-liberal capitalism emphasizing the need to maximize profits and shareholder value. Let me give two examples of this disconnect – both from the Netherlands. A recent survey among Dutch professionals (Performa, 2014) showed that the most important themes in HR are developing talent and personal strategic planning, adjusting the working conditions to fit current challenges, developing a policy for sustainable employability, and addressing absenteeism. Interestingly enough, only 50% of these same respondents indicated that their daily work involved talent development, and only 68% reported that they were involved in personal strategic planning. Most of HR professionals' daily work is dedicated to legal issues, primary and secondary working conditions, and absenteeism. A second example comes from the report by the Netherlands Institute for Social Research on developments in the labor market (Van Echtelt, Schellingerhout, & de Voogd-Hameling, 2015). One of the striking results is that almost two-thirds of all organizations are now hiring temporary workers, more and more of whom have no prospect of tenure. Attention for schooling and development, however, has not changed over the last few years, and is mostly focused on employees with tenure.

However, new developments are taking place within organizations. The importance and the impact of a people-oriented organizational culture on knowledge management is being acknowledged (Cappelli, 2015). New ways of working are becoming more and more popular and slowly, but surely, organizations are becoming more aware of their aging workforce. As a case in point, the aging of both the population and the workforce is a global issue that has caused concern about labor and skill shortages in many developed countries (Kinsella & Velkoff, 2001). The proportion of workers aged 50 or older is set to grow significantly in the next decades, rising from about 17% in 2005 to 27% in 2050 (UN, 2007). This has consequences at an economic (e.g., rising pension costs) and at an organizational (e.g., work ability, transfer of knowledge) level.

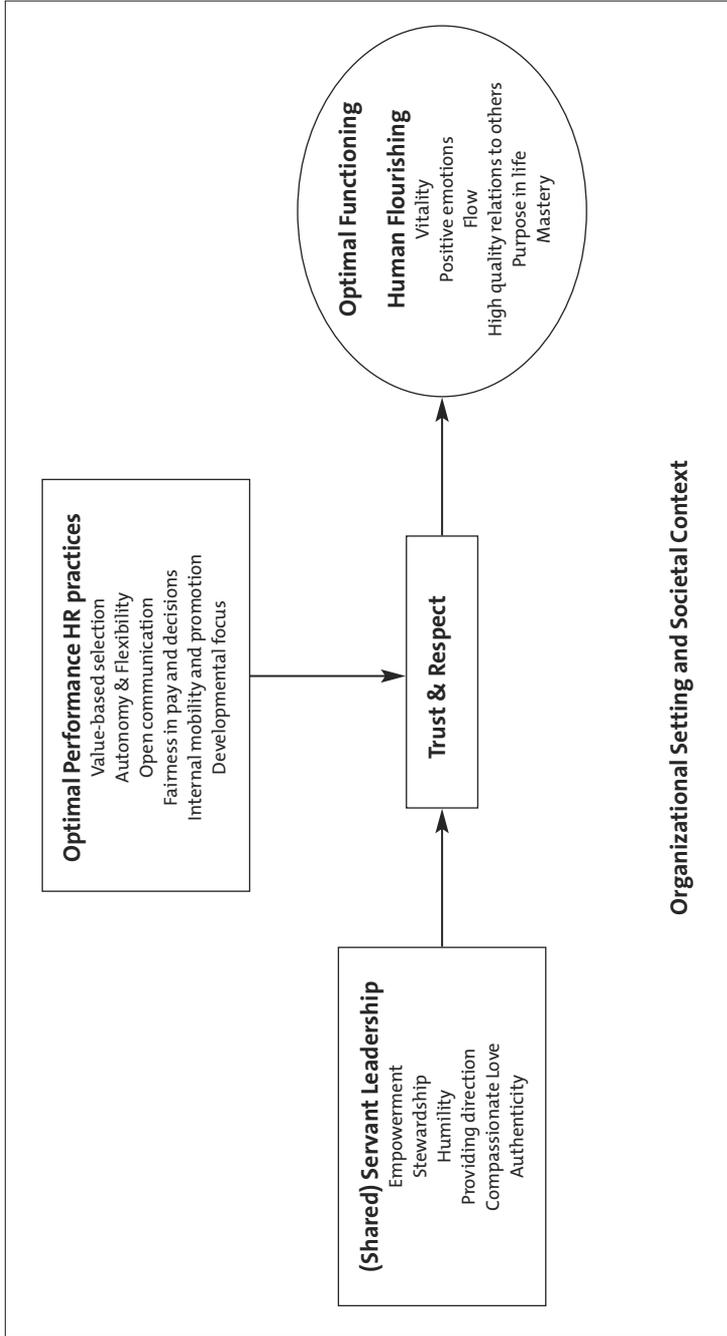
Within organizations, work and the way work is organized is rapidly changing. Driven by increasing globalization, the virtualization brought on by the internet and the need for constant innovation is increasing the pace of work and our interconnectedness (Dolan, Makarevich, & Kawamura, 2015). What works today, may not work tomorrow. Dolan et al. (2015) identified 10 areas that are quickly changing our work: the impact of technology, the type of work, where people work, the balance between work and non-work, portfolio employment, the social context of work, the physical context, the changing mix of skills

and education, a stronger focus on productivity instead of on commitment, and an increasing risk of losing one's sense of meaning at work. This has big implications for the psychological contract between employers and employees. Core current-day HR challenges include flexibility, new ways of working, and individualized compensation. Whereas employers may want a larger flexible workforce, employees may prefer satisfying work to a good paycheck (as important as that is). Jobs need to be aligned with employees' overall goals in life and provide meaning, and there is a strong need for social networking and following one's passion.

As such, it should come as no surprise that after years of emphasizing the strategic importance of HRM, the most recent development is the call to put 'human' back into HRM (Wright & McMahan, 2011) and to develop a different framework for looking at people, including their full potential as human beings and their innate desire to be happy. The future of HRM requires including insights gained from the field of work and from organizational psychology. Although we as organizational psychologists may be biased towards a personalized view of organizations, the human perspective, in particular, can balance the traditional economically oriented approach of HR (Cleveland, Byrne, & Cavanagh, 2015). It requires what I call optimal performance HR practices (OP-HR), combining insights from research and from the discussion on the 'best fit' versus 'best practice'. Basically, it requires a focus on an universal people-oriented prescription of preferred HR practices, while taking into account the organizational setting and the societal context.

This perspective can be placed within the current wave of change in HR, where the focus on administrative practices and strategy come together in what Ulrich and Dulebohn (2015) call the outside / inside approach. It requires HR professionals to really understand their business context and their key stakeholders. The societal contribution of the organization and the organizational leadership culture are becoming more important to ensure that employees are motivated and productive. HR practices need to be organized around people and need to be an integral part of line management. Within this broader context, and addressing the clear practical needs of organizations, I would like to put forward some key HR challenges at various interconnected levels that place the individual within the organizational setting and the societal context. Figure 1 presents a visual depiction of the core areas of my research within the HR field.

Figure 1: The essence of a people-oriented organization



## 2. The individual: The essence of flourishing

---

The first challenge is to perceive people within organizations differently, taking into account the full breadth of who they are, and what they can be. When it comes to employee well-being at work, engagement is the buzzword nowadays. Within academic journals, we can distinguish four approaches to define engagement (Shuck, 2011). These include the needs-satisfaction approach, the burnout-antithesis approach, the satisfaction-engagement approach, and the multidimensional approach. Schaufeli and Bakker (2010) are clearly among the most influential by defining engagement as a combination of vigor, dedication, and absorption. Despite its growing popularity, engagement has received some criticism because of its conceptual overlap with related concepts such as job satisfaction, job involvement, and organizational commitment (Shuck & Herd, 2012).

All four approaches define engagement as a state. However, it is essential to realize that people change, grow, and develop; this holds for their knowledge, skills, and abilities (KSAs), but also for their values and their physical abilities. Within this context, one of the challenges for HR managers is to develop effective management strategies to encourage workers to remain engaged as active members of the workforce (Barnes-Farrell & Matthews, 2007). If we want to shift the focus of our organizations from a short-term to a long-term perspective, we need a model with a developmental perspective that balances economic concerns and environmental sustainability (Cleveland et al., 2015). We need a model that takes into account basic human needs such as the need to belong and the need to express. As such, HR needs to move beyond its current focus on employee engagement. It needs to include a bottom-up approach, addressing the needs of employees as a starting point. If we want to understand people and their needs, theories from the adjoining area of personal well-being are insightful.

In defining well-being, two schools can be distinguished: hedonic well-being and eudaimonic well-being (Ryan & Deci, 2001). In my classes, I usually introduce these two schools to my students with a free adaption of John Stuart Mill's quote: "It is better to be a human being dissatisfied than a pig satisfied; better to be Socrates satisfied than a fool satisfied. And if the fool, or the pig, is of a different opinion, it is only because they only know their own side of the question."

The hedonic view, advocated by the Greek philosopher Aristippus (fourth century BC), states that life is about achieving pleasure. It states that well-being comes from experiencing as much joy as possible and avoiding pain and discomfort (Kahneman, Diener, & Schwarz, 1999). The eudaimonic view, in contrast, states that the essence of well-being is more than striving for as many pleasurable experiences as possible. Ryff (1989a, 1989b) argued that the Greek term *eudaimonia* encompasses more than happiness in the hedonic sense. Aristotle made a clear distinction between positive feelings that come from activities we do just because they give us pleasure and activities that are an expression of the best within ourselves. Eudaimonic well-being comes from doing things in life that ask us to be the best we can be in life. It means to live in accordance with one's 'true self', or *daimon* (Waterman, 1993). Defined in this way, well-being refers to optimal psychological functioning. Aristotle stated that every man has unique, individual talents, and that true happiness can be found when these talents are put to full use. In modern times, similar ideas were formulated through Maslow's concept of self-actualization, Jung's individuation theory, and Allport's concept of maturity (Ryff & Singer, 1998). Translating these insights into the work context, we can see that hedonic well-being is more related to job satisfaction, whereas eudaimonic well-being is more related to engagement and meaning at work. In other words, the hedonic view represents how good one feels and the eudaimonic approach represents how well one does relative to one's potential. Whereas the former may lead to a treadmill effect, with people pursuing ever-fleeting positive emotions from the acquisition of material things, the eudaimonic approach means living from the perspective of self-realization (Waterman, 1993).

Additionally, it should not be forgotten that work can be, and often is, demanding and challenging. We need people who can handle the stress of work without burning out. I have been involved with this topic for some years, both in terms of measuring burnout (Schaufeli & Van Dierendonck, 1993) as well as in terms of studying approaches to reducing burnout and building resilience (Van Dierendonck & Te Nijenhuis, 2005; Van Dierendonck, Garssen, & Visser, 2005; Van Dierendonck, Schaufeli, & Buunk, 1998).

I would like to propose a holistic approach to well-being, one that signifies an optimistic outlook on life and that emphasizes personal growth and development. Building on the insights gained from my own work (Van Dierendonck, 2004, Van Dierendonck et al., 2008), from Ryff and Singer's (1998) analysis, and extending Seligman's (2011) synthesis, I propose six principal components of employee flourishing: vitality, positive emotions, a sensation of "flow",

high-quality relationships, purpose in life, and mastery. *Vitality* is the experience of feeling full of energy, life, and enthusiasm (Ryan & Frederick, 1997). *Vitality* also brings a sense of control over one's life. *Positive emotions* refers to pleasant feelings that a person can experience. Joy and interest are the most typical positive emotions. *Flow* is an experience of focused happiness when a person's skills and challenges are in balance (Csikszentmihalyi, 2003). *High-quality relationships* signifies having warm, satisfying, and trusting relationships. Baumeister and Leary's (1995) review gives abundant evidence of the central place that belongingness has as a fundamental human need. *Purpose in life* is a central element in many philosophical writings. It is also frequently mentioned in relation to spirituality. Purpose in life gives a sense of directedness, reason, and meaningfulness. Ryff and Singer (1998) suggest that *Mastery* is a secondary dimension of positive psychological health. It points towards a sense of mastery, competence, and trust in handling the environment.

Within this holistic view on well-being, it is essential that we acknowledge the reciprocal influence between individual employees and their immediate organizational environment (Cleveland et al., 2015). Not only do organizations change individuals as soon as they enter the organization; these individuals also change the organization (for a more elaborate explanation see Bronfenbrenner's (1994) ecological systems model). Over time, context has a reciprocal influence. The explicit acknowledgment of these processes over time suggests that attention for the health and well-being of employees is essential for long-term organizational performance and survival (Cleveland et al., 2015).

Such a long-term perspective takes into account the notion of a psychological contract that underlies the evaluation of social exchange processes governing the relationship between employee and organization (Rousseau & McLean Parks, 1993). A psychological contract is defined in terms of employee expectations about the nature of their exchange with the organization. Expectations may be related to concrete issues such as workload, as well as to less tangible matters such as esteem and dignity at work, and support from supervisors and colleagues. My own research back in my PhD period showed that an erosion of this contract is related to negative consequences such as burnout (e.g., Schaufeli, Van Dierendonck, & van Gorp, 1996; Van Dierendonck, Schaufeli, & Buunk, 1996). We studied the influence of breaking the psychological contract on organizational commitment in a downsizing context. (Van Dierendonck & Jacobs, 2012). Other studies have examined its impact on engagement and commitment (e.g., Bal, Kooij, & De Jong, 2013; Raja, Johns, & Ntalianis, 2004). This is why I argue for well-balanced HR practices that combine a long-term

developmental perspective on organizational performance with explicit attention for employee flourishing. Leadership plays a crucial facilitating role in creating a work environment that encourages and motivates employees towards functioning optimally.

### 3. The leader: Facilitating optimal performance

---

The second challenge is to build a leadership culture and a work environment that encourages employees towards flourishing in terms of optimal performance, self-development, and personal growth. Building on the aspirations and intrinsic motivations of employees, leadership can help give meaning to employees' day-to-day work by encouraging them to use a wide variety of skills and abilities and thereby continuously working towards optimal human performance. Even within the context of more traditional hierarchical organizations, our vision of good leadership in organizations is quickly changing. One important trend is that organizations are removing management layers and are explicitly empowering their people. Increasingly we see that management in organizations has a facilitating role. In my view, servant leadership theory can help us in this regard.

To understand servant leadership we have to go back to the work of Robert Greenleaf (1904-1990) who coined the term in his ground-breaking publication, *The Servant as Leader* (Greenleaf, 1970 / 1977, p. 7): "The Servant-Leader is servant first.... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.... The best test, and difficult to administer is this: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, and more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit, or at least not further be harmed?" This might be the most famous and well-known quote within the servant leadership field. Greenleaf placed 'going beyond one's self-interest' as a core characteristic of servant leadership. This need to serve is placed as the key to good leadership; it is a commitment to the growth of the individual employees, the survival of the organization, and a responsibility to the community (Reinke, 2004). Power inherent in a leadership position becomes a possibility to serve others. Serving and leading become almost interchangeable. Being a servant allows a person to lead; being a leader implies a person serves.

In my 2011 article (Van Dierendonck, 2011), I brought together the conceptual models and the operational definitions of servant leadership of that moment. I distinguished 44 (!) characteristics of servant leadership. I differentiated the characteristics into three antecedents: leader behavior, mediating processes, and follower outcomes, and proposed six key characteristics of servant-leader behavior that represent our best understanding of the servant-leader at this moment. *Empowerment* refers to giving autonomy to followers to perform

tasks, to develop their talent, and to engage in self-leadership. *Stewardship* refers to is taking care of and being responsible for what is important for the company as a whole and its societal, long-term impact. *Humility* is putting one's own interests, talents, and achievements in the right perspective and being open to learning. *Providing direction* is letting followers know what is expected of them by structuring support, providing goals, and helping them see the complete picture. *Compassionate love* is understanding where people come from and who they are, accepting the feelings of others, and considering them as a complete person. *Authenticity* is being honest about oneself, being open about inner thoughts and feelings, and aligning inner values with behavior. This model has been further elaborated in a recent conceptual article (Van Dierendonck & Patterson, 2015).

Research, both by myself in collaboration with colleagues and by other leadership scholars has shown promising results for servant leadership, in terms of its measurement (Van Dierendonck & Nuijten, 2011; Liden et al., 2008), in relation to well-being and engagement at work (Asag-Gau & Van Dierendonck, 2011; Kool & Van Dierendonck, 2012; Correia de Sousa & Van Dierendonck, 2014), and performance (Peterson et al., 2012). Our research also confirmed that servant leadership can be differentiated from more established leadership theories such as transformational leadership (Van Dierendonck et al., 2014). Its link and relevance for our modern knowledge driven organizations with a specific focus on flourishing at work was conceptually discussed in two other articles (Correia de Sousa & van Dierendonck, 2010; Van Dierendonck & Patterson, 2015) and in one book chapter (Van Dierendonck & Correia de Sousa, in press).

Current changes in what constitutes good leadership in modern organizations does not stop with a stronger emphasis on different characteristics within the more traditional hierarchical setting. Today's organizations tend to move towards more decentralized, team-based structures (Houghton & Yoko, 2005) with more employee autonomy when it comes to how they perform their work. As such, organizations pay more attention to what Spreitzer, Porath, and Gibson (2012) called organizational enablers. These include decision-making discretion or giving employees the right to make decisions on aspects concerning their work; providing information about the organization and its strategy or enabling an open book management and transparency on strategic and financial matters; minimizing incivility or being considerate in words and deeds, providing performance feedback, and promoting diversity.

Self-management teams have found their way into organizations. As a result, we have seen a complete shift from top-down management to leadership that is characterized by a more facilitating and motivational approach, explicitly encouraging followers to take responsibility themselves (Bass et al., 2003). Particularly in such self-management teams, the phenomenon of shared leadership is emerging. This type of leadership may play a fundamental role in creating an encouraging and supportive team culture. Shared leadership is defined as “a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both” (Pearce & Conger, 2003, p.1). Shared leadership changes the focus from a vertical leadership approach where one leader influences several followers to a horizontal approach where leadership becomes a joint activity of the team members showing leadership behavior towards each other (Bligh, Pearce, & Kohles, 2006). Especially in a knowledge-intensive environment where information sharing and knowledge creation is essential for team effectiveness, shared leadership may be of great value. Research on shared leadership has already shown its value in better understanding team effectiveness in terms of ratings by managers, customers, and in self-ratings (e.g. Pearce and Sims, 2002; Hoch, Pearce, Welzel, 2010).

Within such a team or project-based structure and way of working, combining insights from servant leadership and those from shared leadership may be what best describes leadership for current organizations. In a study together with Milton Correia de Sousa, as part of his PhD research, we showed that indeed shared servant leadership in student teams leads to a more open team culture in terms of team behavioral integration and to better results (Correia de Sousa, 2014).

## 4. The organization: Creating conditions for flourishing

---

The third challenge is to redesign HR. The focus on human flourishing within optimal performance HR practices is well expressed in the concept of optimal functioning (Ford & Smith, 2007), which in a sense is the practical translation of human flourishing as defined above into actual performance. Optimal functioning means that individual goals are aligned and well integrated; there is a feeling of ownership, and one experiences a sense of mastery resulting in pro-active behavior (Van Dierendonck & Patterson, 2015). This is expected to help employees feel competent, work more intuitively, and have a greater tolerance for ambiguity which allows them to think outside the box. In other words, employees are encouraged to use their full creative potential.

Developing OP-HR in organizations starts with the realization that respect and trust are two integral elements of the organizational culture that should be in the forefront of HR practices. Respect and trust are essential mediating mechanisms through which employees' attitudes towards themselves, their work, and the organization are formed.

Showing respect to another signifies believing another person has value (Grover, 2013). Being treated with respect is an innate need that underlies the success of many human relations. Grover (2013) distinguishes between recognition respect (a general attitude) and appraisal respect (based on behavior shown). He argues that the combination of both forms of respect is a necessary condition for an employee to feel valued both as worker and as a person. Rogers and Ashforth (2015) formulated possible mechanisms that drive this effect. Recognition respect (which they call generalized respect) fulfills the satisfaction to belong, and appraisal respect (which they call particularized respect) fulfills the need to be recognized for one's actions. Organizations need to address both forms of respect, but combining them ensures that fairness principles both in terms of equality and equity are in place and fosters a culture that combines cohesiveness with an achievement orientation.

The importance of trust in interpersonal interactions in organizations cannot be underestimated. Trust signifies a willingness "to accept vulnerability based on positive expectations of the intentions or behavior of another" (Rousseau et al., 1998, p. 395). The fact that we trust others, sometimes even complete strangers, goes against "an economic (game-theoretic) perspective assuming that humans are rational utility maximisers primarily motivated by self-interest"

(Thielmann & Hilbig, 2015, p. 1). Creating a trusting climate within organizations facilitates innovation by allowing a risk-taking attitude among employees, by reducing feelings of fear and anxiety, and by the organization's capacity to forgive mistakes (Thielmann & Hilbig, 2015).

I place trust and respect as intermediators between work and individual motivational conditions on the one hand and between human flourishing and optimal functioning on the other hand (Dirks & Ferrin, 2001). In a sense, they grease the wheels. In organizations which have a high trust and respect culture, others' behaviors are perceived more positively, and employees will be more willing to share information and to be cooperative towards their colleagues. Dirks and Ferrin's (2002) meta-analysis pointed towards the role of leadership and fair HR practices as essential antecedents of trust.

To help us understand what optimal performance HR practices could look like, we can start with the often used description of best practices described in Pfeffer (1998). In the literature, these best practices are known as high-performance management (Walton, 1985), high-involvement work systems (Lawler, 1986), and high performance work systems (Kepes & Delery, 2007). Especially the latter perspective is currently often used. A high performance work system (HPWS) is based on a good and consistent fit between a series of HR management best practices that are positively related to organizational performance. The emphasis is on the fit between the practices, as the whole becomes stronger than the sum of its parts. Despite evidence for the separate elements of the best-fit approach, research also clearly shows that they work best in certain coherent combinations focused on the organizational strategy, the competitive and institutional environment, and on the cultural context (Boxall & Purcell, 2011). Following these authors, I would like to emphasize that we can define the general principles of HRM, but that translating them into practice requires adjusting them to the specific context, focusing both on economic and socio-political goals. Developing such practices requires the explicit expertise and experience of HR professionals. It should also not be forgotten that we are dealing with people here. HR practices send important messages to the people in an organization about how they are valued.

Boselie, Dietz and Boon (2005) distinguished five key fundamental areas for a HPWS: selective recruitment and selection, compensation and performance related pay (PRP), appraisal and performance management (PM), training and development, and employee participation. Acknowledging the need to link overarching HR principles to organizational strategy that are translated into

actual HR practices, several key HR practices can be suggested within these areas (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). Starting from a position that encourages value-based recruitment, empowerment, open communication, and fair results-oriented appraisals, a culture needs to be built that allows for experimentation and making mistakes, flexibility in the work set-up, and attention for individual flourishing. It starts by getting the right people on board, providing job security and long-term employment, adopting broad work assignments with developmental opportunities linked to internal mobility and promotion, and finding the right balance between autonomy and team work with attention for the home-work balance.

Let me give two recently published examples from the Harvard Business Review. The first is related to Juniper Networks (Boudreau & Rice, 2015) that started a project in 2009 aimed at building a culture grounded in trust and authenticity and focused on innovation. They came to realize that if they believed in their employees and wanted to raise performance overall, they would have to let go of their current performance system with forced rankings. Instead, they introduced 'conversation days' to discuss areas for improvement, goals, and career aspirations. At Juniper, almost all employees are perceived as best talent, with HR focused on achieving the right person-work fit. Juniper is also an excellent example of how HR helped to strengthen the organization to reach its strategic targets. The HR team had one-to-one conversations with 150 top executives and conducted a network analysis. The findings helped the organization to streamline its product organization. We need to have a critical look at our traditional HR instruments. Are they really still addressing our current challenges and are they helping to create a culture of optimal performance for all?

The second example comes from Deloitte (Buckingham & Goodall, 2015). They replaced their yearly performance management system, which was basically the same as in most organizations with 360-degree feedback tools, with a day-to-day performance system. Team managers became explicitly involved, they had weekly talks with their people, and collected data on performance throughout the year, hereby acknowledging the project-based way of working within Deloitte. After each project, team leaders answered four questions focused on the future: Would I award this person the highest possible compensation increase and bonus? Would I want this person on my team? Is this person at risk for low performance? Is this person ready for promotion today? In other words, they asked team leaders to rate their own future actions regarding each team member instead of assessing their past performance. The end

decision on compensation is now taken by a leader who knows this person well, taking into account the full data of the past year. It is interesting to note that Deloitte used recent scientific evidence to guide them while developing this system. It illustrates how evidence-based management can be very practical and can target current organizational issues.

What we need is a holistic, multilevel focus, pinpointing KSAs that facilitate employee flourishing. It means broadening the HR-KPIs to include employee flourishing and organizational sustainability with a stronger link to the context outside the organisation (Cleveland et al., 2015). Furthermore, it is important to acknowledge that HRM practices within companies do not function in a vacuum. Companies are based within countries that have their own rules and customs. Within our globalizing world, a focus on rules and customs instead of on national cultural differences may be most relevant, given that the latter has been shown to be of limited influence (Gerhart, 2008). OP-HR implies redesigning work so it is better aligned with people's needs and long-term development. Training needs to take place throughout the whole organization and be available to all. Most importantly, an OP-HR perspective emphasizes the creation of conditions for continuous growth and development, underlining an enhanced sense of meaningfulness and social recognition. It is about creating work consisting of meaningful tasks that require both routine and new skills, developing a people and societal focused leadership culture, and allowing people to experience a sense of both competence (from the routine) and growth and learning (from the new) (Kahn, 1990). HR departments are encouraged to work together with line management to facilitate new working practices. Do not just copy what worked in another organization, dare to be innovative.

## 5. A look towards the future

---

This is an exciting time for HR practice and research. We need to know how to develop all people within organizations so that they are willing to accept their responsibility. We need leadership that has the capacity to lead complex challenges with integrity. We need a good understanding of what drives people to become the best they can be, and we need to build a structure and culture so that people can function optimally within a changing world, at a personal and at an organizational level.

To take research and practice of HRM to the next level, we have founded the Erasmus Centre of Human Resource Excellence. Its purpose is to emphasize the importance of investing in human capital by offering a comprehensive approach to the management of people; building on the very practical philosophy that maximizing employees' strengths is key to substantial and lasting organizational performance. Current ongoing research within our center takes up several challenges relevant for HR in its role to help create the best work environment for people. Let me mention some of the research topics that we are currently engaged in. Bas Koene's work on non-standard employment in inclusive labour markets is an excellent example where research meets practice, as is his involvement with the Horizon 2020 funded project on job quality. Hannes Leroy is addressing the challenge of bringing evidence-based practice to the field of leadership development. Both Inga Hoever and Meir Shemla are focusing on issues related to diversity and inclusion. Bart Dietz is working on leadership and motivation within call centers. Steffen Giessner's work on mergers brings in the change perspective. As the academic director of the MSc HRM, Wendy van Ginkel is an important link to our students. Alexander Maas, Marja Flory, Juup Essers, Irma Bogenrieder, and Ton Roodink are the link towards the change and consultancy perspective in the MSc OCC. Klaas Wassens is the link to the HR practice. We collaborate with other centres of excellence here at RSM, such as Gabriele Jacobs' CESAM and Rob van Tulder's Partnerships Resource Centre. Internationally, we work together with the Estoril Institute for Global Dialogue spearheaded by Milton Correia de Sousa. Of course, all this can only happen with the support of our administrative staff: Babs Verploegh, Dicea Jansen, and Kelly Wu.

I am also very happy to have the opportunity to work with some talented PhD students. Floor Slagter is studying the link between servant leadership and strategic alignment. Jorrit Alkema is conducting research into leadership, organizational structure and remuneration, Miguel Pinto Luz is studying

leadership and motivation within the context of the public sector, and Isamar van Hilten is doing research on international mobility. This is only part of our current research. More intriguing projects will be launched in the near future. Stay tuned!

## 6. Word of thanks

---

Het Erasmus Trustfonds, het College van Bestuur, het College van Dekanen van deze universiteit, de dekanen van de Rotterdam School of Management die betrokken waren bij mijn benoeming, en de voorzitter en leden van de benoemingscommissie dank ik voor het in mij gestelde vertrouwen. In het bijzonder wil ik hierbij Daan van Knippenberg bedanken voor zijn niet aflatende aanmoediging deze afgelopen jaren.

Op mijn reis naar waar ik nu sta, zijn veel mensen belangrijk geweest. Mijn ouders, zus en haar gezin, mijn vrienden uit de studententijd en later uit mijn tijd als promovendus in Nijmegen en Utrecht. Veel heb ik geleerd van mijn promotores Wilmar Schaufeli en Bram Buunk, en ook van mijn collega's uit mijn tijd bij het Helen Dowling Instituut, daarna in Leiden, bij de UVA en nu bij RSM. Uiterst belangrijk waren daarbij mijn gids en metgezellen vanuit Eckankar.

Maar vooral ben ik gezegend met een unieke levensgezellin: Ineke.

Met veel plezier aanvaard ik de leerstoel in Human Resource Management. Ik dank u allen voor uw aandacht.

*Ik heb gezegd.*

## 7. References

---

- Asag-Gau, L., & Van Dierendonck (2011). The Impact of Servant Leadership on Organizational Commitment among the Highly Talented: The Role of Challenging Work Conditions and Psychological Empowerment. *European Journal of International Management*, 5, 463-483.
- Bal, P. M., Kooij, D. T., & De Jong, S. B. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, 50(4), 545-572.
- Barnes-Farrell, J. L., & Matthews, R. (2007). Age and work attitudes. *Aging and work in the 21st century*, 139-162.
- Bass, B.M., Avolio, J.B., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88, 207-218.
- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497.
- Bligh, M.C., Pearce, C.L., & Kohles, J.C. (2006). The importance of self- and shared leadership in team based knowledge work. A meso-model of leadership dynamics. *Journal of Managerial Psychology*, 21, 296-318.
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94.
- Boudreau, J., & Rice, S. (2015). Bright, shiny objects and the future of HR. *Harvard Business Review*, July-August, 72-78.
- Boxall, P., & Purcell, J. (2011). *Strategy and Human Resource Management*. Hampshire: Palgrave Macmillan.
- Bronfenbrenner, U. (1994). Ecological models of human development. *Readings on the development of children*, 2, 37-43.

- Buckingham, M., & Goodall, A. (2015). Reinventing performance management. *Harvard Business Review*, April, 45-50.
- Cappelli, P. (2015). Why we love to hate HR... and what HR can do about it. *Harvard Business Review*, July- August, 54-61.
- Cleveland, J.N., Byrne, Z.S., & Cavanagh, T.M. (2015). The future of HR is RH: Respect for humanity at work. *Human Resource Management Review*, 25, 146-161.
- Correia de Sousa, M. (2014). *Servant Leadership to the Test*. Rotterdam, unpublished PhD thesis.
- Correia de Sousa, M., & Van Dierendonck, D. (2010). Knowledge workers, servant leadership and the search for meaning in knowledge-driven organizations. *On the Horizon*, 18, 230-239.
- Correia de Sousa, M., & Van Dierendonck, D. (2014). Servant leadership and engagement in a merge process. *Journal of Organizational Change Management*, 27, 877-899.
- Csikszentmihalyi, M. (2003). *Good Business. Leadership, flow and the making of meaning*. New York: Penguin Group.
- Deadrick, D. L., & Stone, D. L. (2014). Human resource management: Past, present, and future. *Human Resource Management Review*, 3(24), 193-195.
- Dirks, K.T., & Ferrin, D.L. (2001). The role of trust in organizational settings. *Organization Science*, 12, 450-467.
- Dirks, K.T., & Ferrin, D.L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87, 611-628.
- Dolan, S.L., Makarevich, A., & Kawamura, K.M. (2015). Are you – and your company – prepared for the future of work in tomorrowland? *European Business Review*, 4-12.
- Findlay, P., Kalleberg, A.L., & Warhurst, C. (2013). The challenge of job quality. *Human Relations*, 66, 441-51.

- Ford, M. E., & Smith, P. R. (2007). Thriving with social purpose: An integrative approach to the development of optimal human functioning. *Educational Psychologist, 42*(3), 153-171.
- Gerhart, B. (2008). Cross cultural management research assumptions, evidence, and suggested directions. *International Journal of Cross Cultural Management, 8*(3), 259-274.
- Greenleaf, R. K. (1970/1977). *The Servant as Leader*. The Robert K. Greenleaf Center, Indianapolis, IN.
- Grover, S.L. (2013). Unraveling respect in organization studies. *Human Relations, 67*, 27-51.
- Hoch, J.E., Pearce, C.L., & Welzel, L. (2010). Is the most effective team leadership shared? The impact of shared leadership, age diversity, and coordination on team performance. *Journal of Personnel Psychology, 9*, 105-116.
- Houghton, J.D.C.A., & Yoho, S.K. (2005). Toward a contingency model of leadership and psychological empowerment: when should self-leadership be encouraged? *Journal of Leadership and Organizational Studies, 11*, 65-84.
- Huselid, M.A., & Becker, B.E. (2011). Bridging micro and macro domains: Workforce differentiation and strategic human resource management. *Journal of Management, 37*, 421-428.
- Jobs, S. (2005). *Commencement address*. Downloaded on October 30<sup>th</sup>, 2015, from <http://news.stanford.edu/news/2005/june15/jobs-061505.html>,
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.
- Kahneman, D., Diener, E., & Schwarz, N. (Eds.). (1999). *Well-being: Foundations of hedonic psychology*. Russell Sage Foundation.
- Kepes, S., & Delery, J.E. (2007). HRM systems and the problem of internal fit. In: In: Boxall, Peter (Editor); Purcell, John (Editor); Wright, Patrick (Editor). *Oxford Handbook of Human Resource Management*, The. Oxford; New York: Oxford University Press, 2007: 385-404.

- Kinsella, K., & Velkoff, V. A. (2001). *An aging world: international population reports* (Series P95/01-1). Washington, DC: US Government Printing Office.
- Kool, M., & Van Dierendonck, D. (2012). Servant Leadership and commitment to change, the mediating role of justice and optimism. *Journal of Organizational Change Management*, 25, 422-433.
- Lawler III, E. E. (1986). *High-Involvement Management. Participative Strategies for Improving Organizational Performance*. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.
- Lengnick-Hall, C.A., Beck, T.E., & Lengnick-Hall, M.L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21, 243-255.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
- McMahon, D. M. (2007). *The pursuit of happiness: A history from the Greeks to the present*. Penguin.
- Mill, J. S. (2010). *Utilitarianism*. Broadview Press.
- Pearce, C.L., & Conger, J.A. (2003). All those years ago: the historical underpinnings of shared leadership. In: C.L. Pearce & J.A. Conger (Eds.) *Shared leadership: Reframing the Hows and Whys of leadership* (pp. 1-20). Sage Publications: Thousand Oaks, Ca.
- Pearce, C. L., & Sims, H. P. Jr. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6, 172-197.
- Performa (2014). *HR trends 14-15*. Den Haag: Performa Uitgeverij.
- Peterson, S. J., Galvin, B. M., & Lange, D. (2012). CEO servant leadership: Exploring executive characteristics and firm performance. *Personnel Psychology*, 65(3), 565-596.

- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
- Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management Journal*, 47(3), 350-367.
- Reinke, S. J. (2004). Service before self: Towards a theory of servant leadership. *Global Virtue Ethics Review*, 5(3), 30-57.
- Rogers, K. M., & Ashforth, B. E. (2015). Respect in Organizations Feeling Valued as “We” and “Me”. *Journal of Management*, 0149206314557159.
- Rousseau, D. M., & McLean Parks, J. M. (1993). The contracts of individuals and organisations. *Research in Organisational Behaviour*, 15, 1-43.
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of management review*, 23(3), 393-404.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52(1), 141-166.
- Ryan, R. M., & Frederick, C. (1997). On energy, personality, and health: Subjective vitality as a dynamic reflection of well-being. *Journal of Personality*, 65(3), 529-565.
- Ryff, C. D. (1989a). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069.
- Ryff, C. D. (1989b). Beyond Ponce de Leon and life satisfaction: New directions in quest of successful ageing. *International Journal of Behavioral Development*, 12(1), 35-55.
- Ryff, C. D., & Singer, B. (1998). The contours of positive human health. *Psychological Inquiry*, 9(1), 1-28.

- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, 10-24.
- Schaufeli, W.B., & Van Dierendonck, D. (1993). The construct validity of two burnout measures. *Journal of Organizational Behavior*, 14, 631-647.
- Schaufeli, W.B., Van Dierendonck, D., & Gorp, K.V. (1996). Burnout and reciprocity: Towards a dual-level social exchange model. *Work & Stress*, 10(3), 225-237.
- Seligman, M. E. P. (2011). *Flourish: A Visionary New Understanding of Happiness and Wellbeing* (Reprint). Free Press.
- Shuck, B. (2011). Four emerging perspectives of employee engagement: An integrative literature review. *Human Resource Development Review*, 1534484311410840.
- Shuck, B., & Herd, A. M. (2012). Employee engagement and leadership: Exploring the convergence of two frameworks and implications for leadership development in HRD. *Human Resource Development Review*, 1534484312438211.
- Spreitzer, G., Porath, C.L., & Gibson, C.B. (2012). Toward human sustainability: How to enable more thriving at work. *Organizational Dynamics*, 41, 155-162.
- Thielmann, I. & Hilbig, B.E. (2015). Trust: and integrative review from a person-situation perspective. *Review of General Psychology*, online first. DOI: 10.1037/gpr0000046.
- Ulrich, D., & Dulebohn, J.H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25, 188-204.
- United Nations (2007). *World Population Aging 2007*. New York: United Nations
- Van Dierendonck, D. (2004). The construct validity of Ryff's scales of psychological well-being and its extension with spiritual wellbeing. *Personality and Individual Differences*, 36, 629-643.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228-1261.

- Van Dierendonck, D. (2012). Spirituality as an essential determinant for the Good Life, its importance relative to self-determinant psychological needs. *Journal of Happiness Studies*, 13, 685-700.
- Van Dierendonck, D. & Correia de Sousa, M. (in press). Finding meaning in highly uncertain situations: Servant Leadership during change. In: C. Peu, Braun, S., & B. Schyns, *Leadership lessons in compelling contexts*. Emerald Group Publishing Limited.
- Van Dierendonck, D., Diaz, D., Rodriguez-Carvajal, R., Blanco, A., & Moreno-Jimenez, B. (2008). Ryff's six-factor model of psychological well-being, a Spanish exploration. *Social Indicators Research*, 87, 473-479.
- Van Dierendonck, D., Garssen, B., & Visser, A. (2005) Burnout prevention through personal growth. *International Journal of Stress Management*, 12, 62-77.
- Van Dierendonck, D., & Jacobs, G. (2012). Survivors and Victims, a Meta-analytical Review of Fairness and Organizational Commitment after Downsizing. *British Journal of Management*, 23(1), 96-109.
- Van Dierendonck, D., & Nuijten, I. (2011). The servant leadership survey: Development and validation of a multidimensional measure. *Journal of Business and Psychology*, 26(3), 249-267.
- Van Dierendonck, D., & Patterson, K. (2015). Compassionate love as a cornerstone of servant leadership: an integration of previous theorizing and research. *Journal of Business Ethics*, 128, 119-131.
- Van Dierendonck, D., Schaufeli, W. B., & Buunk, B. P. (1996). Inequity among human service professionals: Measurement and relation to burnout. *Basic and Applied Social Psychology*, 18(4), 429-451.
- Van Dierendonck, D., Schaufeli, W.B., & Buunk, B.P. (1998). The Evaluation of an Individual Burnout Intervention Program: the role of inequity and social support. *Journal of Applied Psychology*, 83, 392-407.
- Van Dierendonck, D., Stam, D., Boersma, P., de Windt, N., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *The Leadership Quarterly*, 25, 544-562.

- Van Dierendonck, D., & Te Nijenhuis, J. (2005). Flotation Restricted Environmental Stimulation Therapy (REST) as a stress-management tool: A meta-analysis. *Psychology & Health, 20*, 405-412.
- Van Echtelt, P., Schellingerhout, R., & de Voogd-Hameling, M. (2015). *Vraag naar arbeid 2015*. Den Haag: Sociaal en Cultureel Planbureau.
- Walton, R. E. (1985). Toward a strategy of eliciting employee commitment based on policies of mutuality. *HRM trends and challenges, 35*-65.
- Waterman, A. S. (1993). Two conceptions of happiness: Contrasts of personal expressiveness (eudaimonia) and hedonic enjoyment. *Journal of Personality and Social Psychology, 64*(4), 678.
- Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: putting 'human' back into strategic human resource management. *Human Resource Management Journal, 21*(2), 93-104.

## Erasmus Research Institute of Management - ERIM

---

Inaugural Addresses Research in Management Series

ERIM Electronic Series Portal: <http://hdl.handle.net/1765/1>

Balk, B.M., *The residual: On monitoring and Benchmarking Firms, Industries and Economies with respect to Productivity*, 9 November 2001, EIA-07-MKT, ISBN 90-5892-018-6, <http://hdl.handle.net/1765/300>

Benink, H.A., *Financial Regulation; Emerging from the Shadows*, 15 June 2001, EIA-02-ORG, ISBN 90-5892-007-0, <http://hdl.handle.net/1765/339>

Bleichrodt, H., *The Value of Health*, 19 September 2008, EIA-2008-36-MKT, ISBN/EAN 978-90-5892-196-3, <http://hdl.handle.net/1765/13282>

Boons, A.N.A.M., *Nieuwe Ronde, Nieuwe Kansen: Ontwikkeling in Management Accounting & Control*, 29 September 2006, EIA-2006-029-F&A, ISBN 90-5892-126-3, <http://hdl.handle.net/1765/8057>

Brounen, D., *The Boom and Gloom of Real Estate Markets*, 12 December 2008, EIA-2008-035-F&A, ISBN/EAN 978-90-5892-194-9, <http://hdl.handle.net/1765/14001>

Bruggen, G.H. van, *Marketing Informatie en besluitvorming: een inter-organisatoneel perspectief*, 12 October 2001, EIA-06-MKT, ISBN 90-5892-016-X, <http://hdl.handle.net/1765/341>

Commandeur, H.R., *De betekenis van marktstructuren voor de scope van de onderneming*. 05 June 2003, EIA-022-MKT, ISBN 90-5892-046-1, <http://hdl.handle.net/1765/427>

Dale, B.G., *Quality Management Research: Standing the Test of Time; Richardson, R., Performance Related Pay – Another Management Fad?; Wright, D.M., From Downsize to Enterprise: Management Buyouts and Restructuring Industry*. Triple inaugural address for the Rotating Chair for Research in Organisation and Management. March 28, 2001, EIA-01-ORG, ISBN 90-5892-006-2, <http://hdl.handle.net/1765/338>

- De Cremer, D., *On Understanding the Human Nature of Good and Bad Behavior in Business: A Behavioral Ethics Approach*, 23 October 2009, ISBN 978-90-5892-223-6, <http://hdl.handle.net/1765/17694>
- Dekimpe, M.G., *Veranderende datasets binnen de marketing: puur zegen of bron van frustratie?*, 7 March 2003, EIA-17-MKT, ISBN 90-5892-038-0, <http://hdl.handle.net/1765/342>
- Dijk, D.J.C. van, *“Goed nieuws is geen nieuws”*, 15 November 2007, EIA-2007-031-F&A, ISBN 90-5892-157-4, <http://hdl.handle.net/1765/10857>
- Dijk, M.A. van, *“The Social Value of Finance”*, March 7, 2014, ISBN 978-90-5892-361-5, <http://hdl.handle.net/1765/1>
- Dijke, M.H. van, *“Understanding Immoral Conduct in Business Settings: A Behavioural Ethics Approach”*, December 19, 2014, ISBN 978-90-392-9, <http://hdl.handle.net/1765/77239>
- Dissel, H.G. van, *“Nut en nog eens nut” Over retoriek, mythes en rituelen in informatiesysteemonderzoek*, 15 February 2002, EIA-08-LIS, ISBN 90-5892-018-6, <http://hdl.handle.net/1765/301>
- Donkers, A.C.D., *“The Customer Cannot Choose”*, April 12, 2013, ISBN 978-90-5892-334-9, <http://hdl.handle.net/1765/39716>
- Dul, J., *“De mens is de maat van alle dingen” Over mensgericht ontwerpen van producten en processen.*, 23 May 2003, EIA-19-LIS, ISBN 90-5892-038-X, <http://hdl.handle.net/1765/348>
- Ende, J. van den, *Organising Innovation*, 18 September 2008, EIA-2008-034-ORG, ISBN 978-90-5892-189-5, <http://hdl.handle.net/1765/13898>
- Fok, D., *Stay ahead of competition*, October 4, 2013, ISBN 978-90-5892-346-2, <http://hdl.handle.net/1765/41515>
- Groenen, P.J.F., *Dynamische Meerdimensionele Schaling: Statistiek Op De Kaart*, 31 March 2003, EIA-15-MKT, ISBN 90-5892-035-6, <http://hdl.handle.net/1765/304>

- Hartog, D.N. den, *Leadership as a source of inspiration*, 5 October 2001, EIA-05-ORG, ISBN 90-5892-015-1, <http://hdl.handle.net/1765/285>
- Heck, E. van, *Waarde en Winnaar; over het ontwerpen van elektronische veiligen*, 28 June 2002, EIA-10-LIS, ISBN 90-5892-027-5, <http://hdl.handle.net/1765/346>
- Heugens, Pursey P.M.A.R., *Organization Theory: Bright Prospects for a Permanently Failing Field*, 12 September 2008, EIA-2007-032 ORG, ISBN/EAN 978-90-5892-175-8, <http://hdl.handle.net/1765/13129>
- Jansen, J.J.P., *Corporate Entrepreneurship: Sensing and Seizing Opportunities for a Prosperous Research Agenda*, April 14, 2011, ISBN 978-90-5892-276-2, <http://hdl.handle.net/1765/22999>
- Jong, A. de, *De Ratio van Corporate Governance*, 6 October 2006, EIA-2006-028-F&A, ISBN 90-5892-128-X, <http://hdl.handle.net/1765/8046>
- Jong, M. de, *New Survey Methods: Tools to Dig for Gold*, May 31, 2013, ISBN 978-90-5892-337-7, <http://hdl.handle.net/1765/40379>
- Kaptein, M., *De Open Onderneming, Een bedrijfsethisch vraagstuk*, and Wempe, J., *Een maatschappelijk vraagstuk*, Double inaugural address, 31 March 2003, EIA-16-ORG, ISBN 90-5892-037-2, <http://hdl.handle.net/1765/305>
- Ketter, W., *Envisioning Sustainable Smart Markets*, June 20, 2014, ISBN 978-90-5892-369-1, <http://hdl.handle.net/1765/51584>
- Knippenberg, D.L. van, *Understanding Diversity*, 12 October 2007, EIA-2007-030-ORG, ISBN 90-5892-149-9, <http://hdl.handle.net/1765/10595>
- Kroon, L.G., *Opsporen van sneller en beter. Modelling through*, 21 September 2001, EIA-03-LIS, ISBN 90-5892-010-0, <http://hdl.handle.net/1765/340>
- Maas, Victor S., *De controller als choice architect*, October 5, 2012, ISBN 90-5892-314-1, <http://hdl.handle.net/1765/37373>
- Magala, S.J., *East, West, Best: Cross cultural encounters and measures*, 28 September 2001, EIA-04-ORG, ISBN 90-5892-013-5, <http://hdl.handle.net/1765/284>

- Meijs, L.C.P.M., *The resilient society: On volunteering, civil society and corporate community involvement in transition*, 17 September 2004, EIA-2004-024-ORG, ISBN 90-5892-000-3, <http://hdl.handle.net/1765/1908>
- Meijs, L.C.P.M., *Reinventing Strategic Philanthropy: the sustainable organization of voluntary action for impact*, February 19, 2010, ISBN 90-5892-230-4, <http://hdl.handle.net/1765/17833>
- Norden, L., "The Role of Banks in SME Finance", February 20, 2015, ISBN 978-90-5892-400-1, <http://hdl.handle.net/1765/77854>
- Oosterhout, J., *Het disciplineringsmodel voorbij: over autoriteit en legitimiteit in Corporate Governance*, 12 September 2008, EIA-2007-033-ORG, ISBN/EAN 978-90-5892-183-3, <http://hdl.handle.net/1765/13229>
- Osselaer, S.M.J. van, *Of Rats and Brands: A Learning-and-Memory Perspective on Consumer Decisions*, 29 October 2004, EIA-2003-023-MKT, ISBN 90-5892-074-7, <http://hdl.handle.net/1765/1794>
- Pau, L-F., *The Business Challenges in Communicating, Mobile or Otherwise*, 31 March 2003, EIA-14-LIS, ISBN 90-5892-034-8, <http://hdl.handle.net/1765/303>
- Peccei, R., *Human Resource Management And The Search For The Happy Workplace*. January 15, 2004, EIA-021-ORG, ISBN 90-5892-059-3, <http://hdl.handle.net/1765/1108>
- Peek, E., *The Value of Accounting*, October 21, 2011, ISBN 978-90-5892-301-1, <http://hdl.handle.net/1765/32937>
- Pelsser, A.A.J., *Risico en rendement in balans voor verzekeraars*. May 2, 2003, EIA-18-F&A, ISBN 90-5892-041-0, <http://hdl.handle.net/1765/1762>
- Pennings, E., *Does contract complexity limit oppoortunities? Vertical organization and flexibility.*, September 17, 2010, ISBN 978-90-5892-255-7, <http://hdl.handle.net/1765/20457>
- Pronk, M., *Financial Accounting, te praktisch voor theorie en te theoretisch voor de praktijk?*, June 29, 2012, ISBN 978-90-5892-312-7, <http://hdl.handle.net/1765/1>

- Puntoni, S., *“Embracing Diversity”*, March 13, 2015, ISBN 978-90-5892-399-8, <http://hdl.handle.net/1765/77636>
- Reus, T., *Global Strategy: The World is your Oyster (if you can shuck it!)*, December 5, 2014, ISBN 978-90-5892-395-0, <http://hdl.handle.net/1765/77190>
- Rodrigues, Suzana B., *Towards a New Agenda for the Study of Business Internationalization: Integrating Markets, Institutions and Politics*, June 17, 2010, ISBN 978-90-5892-246-5, <http://hdl.handle.net/1765/20068>
- Rohde, Kirsten, *Planning or Doing*, May 9, 2014, ISBN 978-90-5892-364-6, <http://hdl.handle.net/1765/51322>
- Roosenboom, P.G.J., *On the real effects of private equity*, 4 September 2009, ISBN 90-5892-221-2, <http://hdl.handle.net/1765/16710>
- Rotmans, J., *Societal Innovation: between dream and reality lies complexity*, June 3, 2005, EIA-2005-026-ORG, ISBN 90-5892-105-0, <http://hdl.handle.net/1765/7293>
- Smidts, A., *Kijken in het brein, Over de mogelijkheden van neuromarketing*, 25 October 2002, EIA-12-MKT, ISBN 90-5892-036-4, <http://hdl.handle.net/1765/308>
- Smit, H.T.J., *The Economics of Private Equity*, 31 March 2003, EIA-13-LIS, ISBN 90-5892-033-X, <http://hdl.handle.net/1765/302>
- Stremersch, S., *Op zoek naar een publiek....*, April 15, 2005, EIA-2005-025-MKT, ISBN 90-5892-084-4, <http://hdl.handle.net/1765/1945>
- Van Dijke, M., *Understanding Immoral Conduct in Business Settings, A Behavioural Ethics Approach*, December 19, 2014, ISBN 978-90-5892-392-9, <http://hdl.handle.net/1765/77239>
- Verbeek, M., *Onweerlegbaar bewijs? Over het belang en de waarde van empirisch onderzoek voor financierings- en beleggingsvraagstukken*, 21 June 2002, EIA-09-F&A, ISBN 90-5892-026-7, <http://hdl.handle.net/1765/343>
- Verwijmeren, P., *Forensic Finance*, September 19, 2014, ISBN 978-90-5892-377-6, <http://hdl.handle.net/1765/76906>

Waarts, E., *Competition: an inspirational marketing tool*, 12 March 2004, EIA-2003-022-MKT, ISBN 90-5892-068-2, <http://ep.eur.nl/handle/1765/1519>

Wagelmans, A.P.M., *Moeilijk Doen Als Het Ook Makkelijk Kan, Over het nut van grondige wiskundige analyse van beslissingsproblemen*, 20 September 2002, EIA-11-LIS, ISBN 90-5892-032-1, <http://hdl.handle.net/1765/309>

Whiteman, G., *Making Sense of Climate Change: How to Avoid the Next Big Flood*. April 1, 2011, ISBN 90-5892-275-5, <http://hdl.handle.net/1765/1>

Wynstra, J.Y.F., *Inkoop, Leveranciers en Innovatie: van VOC tot Space Shuttle*, February 17 2006, EIA-2006-027-LIS, ISBN 90-5892-109-3, <http://hdl.handle.net/1765/7439>

Yip, G.S., *Managing Global Customers*, 19 June 2009, EIA-2009-038-STR, ISBN 90-5892-213-7, <http://hdl.handle.net/1765/15827>

Zuidwijk, R.A., *Are we Connected?*, 13 November 2015, EIA -2015-064-LIS, ISBN978-90-5892-435-3, <http://hdl.handle.net/1765/79091>



Dirk van Dierendonck is professor of Human Resource Management at Rotterdam School of Management, Erasmus University (RSM). He obtained his master's degree in psychology from the Radboud University Nijmegen, and his PhD in social sciences from Utrecht University. His research has been published in the leading journals of management, organisational behaviour and human resource management. He has published on topics such as servant leadership, career success, selection, downsizing, measurement development, change, conflict at work, and worker well-being in terms of 'burn-out', job satisfaction, organisational commitment and engagement.

In this inaugural address, Dirk pinpoints three HR challenges within the context that organizations, work and the way work is organized is rapidly changing. These changes require a new look at HR practices using a strong people-oriented approach. The first challenge is to perceive people within organizations differently, taking into account the full breadth of who they are, and what they can be. The second challenge is to build a leadership culture and a work environment that encourages employees towards flourishing in terms of optimal performance, self-development, and personal growth. The third challenge is to redesign HR, starting with the realization that respect and trust are two integral elements of the organizational culture that should be in the forefront of HR practices. The perspective presented here emphasizes the creation of conditions for continuous growth and development of all people within organizations.

#### **ERiM**

The Erasmus Research Institute of Management (ERIM) is the Research School (Onderzoekschool) in the field of management of the Erasmus University Rotterdam. The founding participants of ERIM are the Rotterdam School of Management (RSM), and the Erasmus School of Economics (ESE). ERIM was founded in 1999 and is officially accredited by the Royal Netherlands Academy of Arts and Sciences (KNAW). The research undertaken by ERIM is focused on the management of the firm in its environment, its intra- and interfirm relations, and its business processes in their interdependent connections.

The objective of ERIM is to carry out first rate research in management, and to offer an advanced doctoral programme in Research in Management. Within ERIM, over three hundred senior researchers and PhD candidates are active in the different research programmes. From a variety of academic backgrounds and expertises, the ERIM community is united in striving for excellence and working at the forefront of creating new business knowledge.

Inaugural Addresses Research in Management contain written texts of inaugural addresses by members of ERIM. The addresses are available in two ways, as printed hard-copy booklet and as digital fulltext file through the ERIM Electronic Series Portal.

ISBN 978-90-5892-437-7

## **Erasmus Research Institute of Management - ERiM**

Erasmus Research Institute of Management - ERiM  
Rotterdam School of Management (RSM)  
Erasmus School of Economics (ESE)  
Erasmus University Rotterdam (EUR)  
P.O. Box 1738, 3000 DR Rotterdam,  
The Netherlands

Tel. +31 10 408 11 82  
Fax +31 10 408 96 40  
E-mail [info@erim.eur.nl](mailto:info@erim.eur.nl)  
Internet [www.erim.eur.nl](http://www.erim.eur.nl)