

AODN Summit

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Opening Remarks:

“Embracing and Cultivating Humility”

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Good morning. In view of the distinguished guests of honor here today, I am particularly honored to be invited to make opening remarks. I am humbled because it is my first attendance at the AODN (Asian Organization Development Network) summit and also because I am a layperson in the field of organizational development. I told Dr. Lee Lu that I am a bystander, but I am standing by at your command.

I deeply appreciate Dr. Lu’s faith in me in asking me to speak this morning. I also appreciate Dr. Perla Rizalna M. Tayko’s kind invitation for me to be engaged in the China cohort in last year’s Assumption University OD (Organization Development) PhD program. I had the privilege of working with 16 PhD candidates in China last fall. I am also delighted to meet many promising OD PhD candidates from many Asian countries. They will be the movers and shakers in Asia in the years to come. I also have had the opportunities to deliver keynote speeches and special lectures related to OD to MBA and business students at a number of universities and international conferences in Taiwan and Mainland China in the last few years on topics related to OD.

Since I am new to AODN, if I may, I’ll take a few minutes to introduce myself. My doctoral degree was in Sociology, with two concentrations—Social Organization and Sociology of Work. I have been working at the University of Indianapolis in Indiana, United States, since 1973. I was the chair of the Behavioral Sciences Department for eight years and the cofounder of the Graduate Applied Sociology Program. I also established the social work program there in the 1980s. After the program became accredited in 1997, the program name was changed to the Phylis Lan Lin Department of Social Work, and the department is now housed in the College of Applied Behavior Sciences. My work experience, interest, and academic training have prepared me to devote myself to organizational development, an applied behavior science, over the last few decades. I have also been serving in a variety of administrative roles as Director of the Graduate Applied Sociology Program, Director of Asian Programs, Executive Director of University of Indianapolis Press, and Associate Vice President for International Partnerships for many years.

Let me introduce to you the organization where I have worked for almost half a century. The University of Indianapolis (known informally as UIndy) has provided me, as a worker, with opportunities to grow, learn, and actualize my vision, and has offered space for me to indulge my passion for teaching, scholarship and service. UIndy embraces four learning goals: creativity,

critical thinking, performance, and social responsibility. The values and organizational culture of my university explain why this 114-year-old higher education institution continues to educate and prepare students to become future leaders.

I might mention that my work experience there has convinced me that no one can create or establish any program or project alone. The world is becoming ever more interconnected and interdependent; loners will become a rare species.

My university has strong links in Asia, with exchange programs and joint initiatives in China and Taiwan. We have learned much from our partners. We have gone through drastic changes in the last few years. We have experienced tremendous growing pains. I have been fortunate to work in an institution where innovation and creativity are encouraged. These qualities are keys for any thriving organization, however, innovation and creativity also imply room for failure. A successful organization must embrace the possibility of failure and see failure as an opportunity for growth.

In the last few years, my professional focuses and interests have been primarily on leadership development, organizational change, intercultural and global cultural competence, work–life balance, systems studies, and megatrends and the future of work. I will do a workshop, Exploring the Dynamics of Change in Organizations, this afternoon. Organizational change focuses on what is happening inside existing organizations and in their environments. Organizational change means realizing the need to change by altering patterns of organizational behavior. Change and challenges are inevitable and have become norms in most organizations. As we all know very well, change is a process, not an event. Change is always linked with challenges and opportunities; it is about people and organizational culture, and ultimately, about leadership.

I am not bragging about my accomplishments. In fact, I am revealing to you how limited my work experience is, for I have limited myself only to the world of higher education only, apart from the world of diversified industries.

It has been more than 20 years since I coauthored the book *Organizational Behavior*, published in Taiwan. The book has been adopted by several universities there as a foundational textbook. While I have grown through all the activities I have been engaged in, nothing is more exciting and engaging than participating in today's conference. I thoroughly enjoyed the presentations by OD specialists and leaders, Dr. John J. Scherer and Dr. Roland Sullivan yesterday. Their teaching and presentations were awesome and the participants were the greatest audience I have ever encountered. They were awesome too.

There are five tracks scheduled for this conference's afternoon workshops:

- Developing Leadership in Asia
- Exploring the Dynamics of Change in Organizations, Community, and Society
- Transforming Organizations in Asia
- Building on Diversity, Respecting Culture
- Creating a New OD in Asia

These are the most prominent issues in OD in Asia. These five topics, in fact, are interrelated and intertwined. The major emerging markets are found in Asia. Asian organizations, enterprises, and higher education institutions are thriving and adapting to the fast-changing world.

OD is an emerging professional field with a body of knowledge and practice to prepare all of us in this room to enhance organizational performance, efficiency, and even having fun at work. OD practitioners have been serving as consultants, working closely with human resource professionals to assist organizations and institutions to cooperate with organization leaders and teams in such areas as strategic planning, organization design, leadership training, career development, team building, and work-life balance. I would like to take this opportunity to congratulate the organizers of this conference on bringing us together to brainstorm ways we can bring new insights, intervention methodologies, and action research to the OD field.

There are countless books and publications about leadership and change. A few writers have pointed out that a very important attribute of effective leadership, whether in Asia or America, is *humility*. Although the concept of humility has been rooted in Asian teachings by the great philosopher Confucius and his followers, by Buddha's teaching, and by other world religions including Christianity and Islam, humility is seldom included in leadership training or OD discussions.

A few recent studies (Au, 2014; Collins, 2001; Prime & Salib, 2014) have revealed the importance of leadership's humility in fostering workers' motivation, sense of belonging, inclusive culture, capacity for learning, self-awareness, opportunities for employers' growth, awareness of our own and organizational limitations, and so on.

I would like to make a few remarks on humility and leadership that I hope will further elaborate on and tie in with the five workshop topics at this conference.

First of all, being a Chinese, I could not help but quote Confucius: "Humility is the basic foundation of all virtues; admitting what you don't know is knowing." This suggests that the best leaders are humble leaders. In our Asian teaching, self-growth must be instilled first by self-cultivation and self-awareness. All great leaders possess humility in their actions and deeds. Mahatma Gandhi's advice should be well taken by us: "It is unwise to be too sure of one's own wisdom. Nonviolence is impossible without humility."

Leaders may not have answers for all the problems that confront them, yet the exercise of humility has often brought effective outcomes in organizations. The exercise of humility can be reflected and exemplified in many ways in a leader's behavior. For example: eliciting feedback and listening to others' opinions and ideas with sincerity, focusing on the needs of other people, admitting mistakes and taking responsibility for adverse or undesirable outcomes, engaging in conscious self-reflection, empowering others and creating leaders, supporting the team instrumentally, delegating and empowering subordinates, acknowledging thankfulness and appreciating being blessed. Humility is relationship-building; it is not about self. Only through the practice of humility can one really become an authentic and servant leader. Jim Collins, in his best seller *Good to Great* (2001), found that Level 5 executives built enduring greatness through a paradoxical blend of personal humility and professional will. They were able to put their companies before themselves, and that was the foundation to create a great company or to move the company from "good to great."

Over the years, I have come to believe that practicing humility does not mean belittling yourself; rather, it fosters inner strength. Ultimately, practicing humility means having the ability to recognize who you are and to make yourself an instrument for change. I would like to conclude with a pair of quotations. The first is from C. S. Lewis and is one that I have shared with my students often: “*Humility is not thinking less of yourself, it’s thinking of yourself less.*” Although the teaching of humility is in the grain of our Asian societies, the development of humility requires self-enlightenment and self-cultivation. In this fast-changing world, before we speak of organizational change or organizational development, we must remind ourselves of this. We must grasp the essence of humility and embrace it.

The second quotation is from one of the most admired ancient Chinese philosophers, Laotzu: “A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will say, ‘We did it ourselves.’”

I look forward to attending this conference. I wish to congratulate the success of members of AODN. You are the transformers and miracle makers. We applaud your accomplishments in the past and more in the future.

With my best regards and on behalf of my university, University of Indianapolis (UIndy), I humbly presented to you my humble opening remarks.

References

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<拥抱并培育谦虚态度>

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2016年9月23日 AODN 高峰会议
开场讲话

各位贵宾早安。今天能够受邀在此冠盖云集的嘉宾中为 AODN 高峰会议做开场讲话使我深感荣幸。由于我是首次参与此一高峰会议，而且在“组织发展”的专业领域仍算是门外汉，因而愧觉不足。但我告诉吕力行会长，我虽尚未入门但我一定呼应并支持 AODN 的。

感谢吕教授对我的信赖，要我为今天早上的高峰会议说几句话。我也对 Dr. Perla Rizalna M. Taylor 善意邀请我参与去年的《泰国 Assumption University 在中国的 OD PhD 计划》，就在去年秋天有幸给 16 位中国的博士候选人授课。我也曾在过去几年当中有机会在中国和台湾的各大院校以及国际会议的场合中对 MBA，商学系同学及大学生特别演讲了与 OD 相关的课题。

由于我在 AODN 是新面孔，容我花几分钟首先自我介绍：

我修得社会学博士学位并专攻社会组织与工作社会学。自 1973 年以来我即在美国的印第安纳州的印第安纳波里斯大学任教至今。我曾在行为科学系担任八年的系主任并与系内同仁一起创建‘应用社会学硕士企划课程。1980 年我成立了社工课程计划且在 1997 年此课程计划以 Phylis Lan Lin Program in Social Work 命名，获得高教鉴定认可，在 2014 正式改名为 “The Phylis Lan Lin Department of Social Work” (《蓝采凤社会工作系》)，目前 该系安置于 College of Applied Behavioral Sciences。其实我所有的工作经验，兴趣以及学术训练均为使我得以专注于“组织发展学”的准备工作。这是一门“应用行为科学”。我亦曾因为多年任职 Director of Graduate Applied Sociology Program, Director of Asian Programs, Executive Director of University of Indianapolis Press 以及 Associate Vice President for International Partnerships 而具行政管理经验。

请容我为你介绍我花了大半辈子近五十年所服务的’The University of Indianapolis (或简称 UIndy)，在此大学的岁月里，它提供了我的成长学习的机会，让我展望并实现我的视野，并容许我纵情于我所热爱的教学、科研、及社会服务工作。UIndy 强调四大学习目标：创新，批判性思考，表现并实践所学，以及社会责任。此一拥有 114 年历史的大学仍持续以此价值观及四大学习目标为学院风格来教育学员并孕育他们，使他们将来成为社会领袖。我也要强调长期的在校工作使我深信 ‘人非孤岛’。许多计划和愿景必须集结群众力量，互动互搭而成，所有企划若只单靠个人是成不了大事的。

UIndy 和亚洲维持坚强密切的连系，透过交换和交流企划，与中国和台湾院校均成为合作伙伴。从互动之中，我们学习了不少，这些年来校内也有许多教改与戏剧性的变化而经历过成长期的阵痛才得今日的新气象。

能够在鼓励创新和创新的学府工作，我个人是深感幸运的。其实「创想」与「创新实现」正是使组织得以生气蓬勃的主要条件。同时在创作的过程中亦得要保留‘容许失败’的空间，因为‘失败即是成功之母’。

在过去几年中，我把我的专业领域和兴趣聚焦于：领袖人才的培育和发展，组织的变动与改革，文化交流和世界文化竞合，工作/生活之间如何取得平衡点，制度研讨，大趋势和未来工作重点的了解等等。今天下午我就要主持一个‘探索组织变革中衍生的力量与契机’的工作坊，我们将论及‘既有组织在变革所产生的现象及其环境的关系’所谓组织变革的意涵在于呼应并实现‘改变的必要性’从而造成了组织架构以及组织行为的变动。变革与挑战是正常且无可避免的。我们均应知变革是‘一个过程’而非单一‘短暂的事变’，而变革中一定会面临挑战但也在挑战中创造出机会来。这是关乎组织与人事之间的文化变迁。终极而言，组织变动是要靠有效率的领导者来实现的。

我并非来此跟您吹嘘我的成就，恰恰相反的，我正要告诉您我的工作仅止限于学术研究，而没有在企业体制内的工作经验。二十多年前我与同行合着并在台湾出版了一本叫《组织行为学》的书，这本书被多所院校拿来当作基本教科书。我自己在参加和此书相关的讨论与活动中反而获得许多学习。同样的，今天能参与此一盛会，我亦期待受益匪浅而感到兴奋不已。

今天下午的研讨会中，大会要提出五项主轴：

- 。发展中的亚洲领袖风范
- 。在组织，小区及社会中的变革动力
- 。亚洲组织架构变迁
- 。从多元中建构，尊重异己
- 。在在亚洲创造出新的 OD 模式

以上五个主轴均要探讨亚洲的 OD 领域发展重点。而这五个主轴其实是互为相关的。由于亚洲居‘发展中市场’重要地位，因此亚洲的组织，企业，高等教育机构均力图适应此一变化神速的世界潮流。OD 在亚洲算是相当新鲜，所以这方面的专业知识与经验能力均在发展累积中，透过今天参与和讨论，希望能够帮助组织得以增强其组织表现，组织效率甚至在工作乐趣等方面。OD 执行者以咨商的性质和组织内部的人力资源部配合以协助组织由上至下从策略策划，组织设计，领袖训练，技职教育，团队合作及工作/生活的平衡中能够因改变而改善企业体质。我在此也要向促成此次活动的工作人员致庆和致谢，把我们大家集聚一堂，齐心努力，脑力激荡，希望带给我们更具体，更深切，更实际的方法来助长 OD 的研发。

市面上有无数有关组织‘领导驾驭’和‘变革’的书籍。有些作者曾在书中提到有效领导者的角色，不管是在美国或是在亚洲，有一项重要的领袖特质是‘谦虚’。虽然‘谦虚’这观念，在亚洲，不管是孔子的儒教，印度佛教，甚至基督教，回教等的教义中均曾提及且算是根深蒂固的想法。但是在‘领袖育成’或‘组织发展’的领域中却鲜少将此特质的讨论包括在内。在最近的一些研究中 (Au, 2014; Prime & Saliv, 2024; Collins, 2001) 倒是揭示了领袖的谦卑能够培育并激励公司工作人员对公司的归属感，学习能力，自我觉知，提供属员成长机会，了解并认知自己能力限度。

在此我想再将此一谦虚的态度和领导的关系再做引申并与上述的五大主轴做连结。首先，作为一个中国人，我忍不住得先引孔子所言‘谦为德之本，不知为知之’的话。这表示了最好的领袖是谦虚的。在东方的教诲中，人必得先自修，自悔而自觉。所有的伟大领袖均在他们的行为事迹中拥有谦卑的特质。领袖未必全能，也不一定能解决所有面对的问题，但谦虚的态度经常为组织带来正面有效的结果。例如回馈之心，诚恳倾听对方的说法及采纳雅言。专注于他人需求，承认错误并勇于承担后果，自我反省，授权，训练属下，实行板凳理论，领袖育成，归功他人，心存感激等等都是谦虚的体现。透过谦虚，人与人之间的关系强化了，也强调了无私之情。唯有心中谦虚实践谦卑才能成为真正能够服务他人的领袖。Jim Collins 在他的畅销书《Good to Great》(2001) 中，他发现高阶主管结合了互为矛盾的‘个人谦虚’及‘专业坚意’而得以建立了长远功绩。他们凡事以公司为先，这正是促成公司能够由‘好’而进阶至‘伟大’的基石。

多年来我即认为心存谦卑并非把自己'做小了', 这反而是增加了一个人的内力, 不仅使人把自己看得更清楚并让自己成为变革的工具。最后, 我愿意与你分享二则名言。一是来自 C. S. Lewis, 他的这句话我也常提出给予学生: “谦虚并不是矮化自己, 而是少存一己为念”。虽然谦虚的态度在亚洲的社会中已经渐次重新受到重视, 但在这变化多端的世界里, 组织的变革与发展有其必要性, 而这还得靠个人的自我意识自我修持。我们得要紧守谦虚的中心思想并在生活中实践它。第二句话源自中国最受敬重的哲学家之一老子说: “最好的领袖使跟随他的人并不感知到他的存在, 当他的工作完成, 目标达到时, 他身边的人却都说'是我们做到了'”。希望今天与各位分享的一些浅见能激发我们的内在修炼并互相鼓舞同力为我们亚洲的 OD 发展努力。谢谢各位。

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