

CURRICULUM VITAE

MARC VAN DER ERVE

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Dutch national, 13th of June 1947, married to Karen Reyneker, 3 children

Summary

Marc van der Erve researches the development of 'organization' and the role of leaders. He is regularly invited to address audiences on these topics. He was born and educated in the Netherlands and holds a BSc in Applied Physics cum laude and a PhD in Sociology from Tilburg University. He currently resides in Belgium and South Africa. An author of eight books, Marc van der Erve has recently completed the first two books of a trilogy on our inevitably changing perception of society and the role of leaders. In this trilogy, he identifies a novel phenomenon that explains all forms of organization and signals an imminent breakthrough in the way society improves its own functioning. In 2009, based on his theory, he developed Emzine Profiler, the first iPhone App for Leaders.

Education

Tilburg University, 1993

Degree

PhD, Faculty of Sociology

Supervisors

Prof Dr Jules van Dijck, Prof Dr Arno de Schepper

Thesis

Evolution Management, Butterworth-Heinemann, Oxford (1994)

Topic

The evolution of organizations in behavioral terms (social elasticity)

HHS Academy of Engineering, 1974

Degree

BSc, Applied Physics, *Cum Laude*

Thesis

Model and simulation of a non-linear real-world system (at TU Delft)

Post-graduate Courses

- IMD, Advanced Management Program, 3 weeks
- INSEAD, Advanced Management Program, 6 weeks
- Courses on *Leadership, Information Technology*

Recent Books

The Emzine Phenomenon/A New Window Onto Our World (in preparation)

A New Leadership Ethos/The Ability to Predict (2008)

A New Dimension of Time/The Future of Society (2007)

The Tablets of Light/Laws of the Networked Society (2001)

Resonant Corporations, McGraw-Hill (1998)

Endorsements: Prof Philip Kotler, Prof Gareth Morgan, Jacques Santer

The Darwin Circle, Scriptum (1998)

Evolution Management, Butterworth-Heinemann (1994)

The Power of Tomorrow's Management, Butterworth-Heinemann (1989)

Endorsements: Prof Amitai Etzioni, Prof Klaus Schwab (WEF), Jacques Delors

Dynamisch Ondernemen, Sijthof (1986) (Dutch)

Recent Articles

Explaining Auto-Emergence in Physics and Society, White Paper, 2008

De Wereld van Gelijktijdigheid. Holland Management Review, 109, 2006

Temporal Leadership. European Business Review, 16 Volume 6, November 2004

The above article received a Citation of Excellence from the Independent Emerald Review Board

Implicaties voor Leiderschapstraining. Handboek Effectief Opleiden, page 207-226, 2004

Governance Morgen en de Kwaliteiten van Leiders. Holland Management Review, 90, 2003

Career Summary**2006 – Present****AUTHOR**

I wrote a 232-page statement on leadership and society which introduces the *Emzine phenomenon* (about the behavioral origin of reality) as well as its precursor, a 328-page logbook of research. I am wrapping up my research in a new book: *The Emzine Phenomenon/A New Window Onto Our World*. So far, I presented my findings to such distinguished assemblies as the Brussels Chapter of the Club of Rome, business-school alumni at various continents and the 2010 annual conference of the American Society for Training & Development in South Africa. In 2009, I developed *Emzine Profiler*, a novel iPhone App that helps professionals in business and government identify the state of their organization.

1997 – 2006**EVOLUTION MANAGEMENT Consulting**

As director of this company, I served companies, such as ABN AMRO, van Gansewinkel, Citibank, and ING and, also, smaller companies, such as in the consulting world. For example, I led the development of a worldwide e-business strategy for the private banking and asset management division of ABN AMRO, then identified and placed a Senior Director, who managed its implementation. For ABN AMRO Belgium, I proposed and then led about 100 people through workshops preparing them for the director/owner market segment. For van Gansewinkel, I identified and placed fifteen top-level executives, such as Regional Directors and the group's HR Director, using my leadership-comfort zone/organizational state assessment model. For Citibank, I developed the outlines of an organizational structure for Central Europe and the Middle East. For ING and smaller companies, I designed and led workshops focused on the revitalization of the business, typically, by exploring the nature of leadership and relating it to the ruling perspective of organization and market. Through a former (Spanish) KPMG colleague, I was invited to contribute to a UNDP-sponsored regional competitiveness workshop in Uruguay.

1992 – 1997**KPMG MANAGEMENT CONSULTANTS****1994 – 1997****European Partner, Brussels**

With the European chairman of KMPG Management Consultants, I agreed to license my (organizational) Evolution-Management software to KPMG worldwide. He also offered me a three-year contract as European Partner based in Brussels. During that time, I served various KPMG clients and, particularly also, the KPMG organization itself. In the end, I decided for reasons to decline an offer to continue as partner.

1992 – 1994**Swiss Partner, Zurich and Geneva**

With the intention to project an innovation-oriented image of the company on the Swiss market, KPMG Switzerland offered me a contract as partner. This way, they got access to the strategy-development approach that I had developed and (widely) used when working for Digital Equipment's EHQ in Geneva. Starting with the evolution of client needs and possible market segments, my workshop approach helped management teams achieve more rationalized decisions about the priorities for their organization. On behalf

of KPMG, I applied my approach to lead management-team workshops for Winterthur, Basler Versicherungen and other companies. I also served the Dutch Telecom Operator when it became privatized through workshops and the software tool that I had developed to support my workshops. Having retained the copyrights of my software, I sold copies to various clients and, also, to KPMG Germany.

1982 – 1992

DIGITAL EQUIPMENT CORPORATION

1988 – 1992

European Strategy Manager, Geneva

In this role, I first served the Logistics and Administration division which was headquartered in Geneva. When European revenue growth topped, I was responsible for the process that led to the allocation of strategic investments. Rather than develop strategy plans in isolation, my approach was to facilitate a bottom-up/top-down approach. I agreed the standards of strategy development upfront and, then, helped country management teams establish their strategic priorities. My role was expanded to include the Manufacturing division which was mainly based in Scotland and Ireland. My approach gained a reputation across the worldwide organization of Digital Equipment as it helped management teams arrive at a responsible and explainable strategy plan which involved the inputs of key operational decision makers. I used my approach to kick off the second and successful attempt of Digital to market PCs. Subsequently, I was invited to do the same for all business units. When I expanded my approach to include the social dimension, I became an advisor to the European President of Digital, Pier-Carlo Falotti, who eventually referred to my insights in his dealings across the company. I negotiated a deal with Pier-Carlo that allowed me to market the strategy-development software that I had developed in my own time. I left the company after I received an offer from KPMG.

1983 – 1987

Strategy Manager, Netherlands

I served as a management-team member of the European Distribution and Repair Center in Nijmegen which employed 600 people. I led the process that determined the allocation of strategic investments. I also led the Zero-Based Budgeting process of this plant. Increasingly, I functioned as a sounding board and facilitator to my management-team colleagues.

1982 – 1983

Information Systems Manager, Netherlands

In this role, I helped transform a basic IT organization into a full-fledged one. At Digital's European Distribution and Repair Center in Nijmegen, my organization implemented an e-mail capability from scratch which included 120 on-site terminals and linked into Digital's international email network. I also wrote *Automatiseren in Midden- en Kleinbedrijf*, Kluwer (1985).

1974 – 1981

XEROX CORPORATION

Manufacturing Program Manager, IT Project Management

After my BSc studies, I joined the European Manufacturing organization of Xerox in the Netherlands as coordinator of its continental management-decision-support-systems services. The latter involved the Teletype-based services of GE. Later, I managed the transition to APL (A Programming Language) which the Canadian company, IP Sharp, provided through their London hub. APL is a matrix-oriented mathematical modeling tool which stood out in terms of flexibility, efficiency, and capability. After a stint as IT Project Manager, in which I managed the design and programming of a pre-manufacturing Bill-of-Material sourcing system, I joined a European team of Manufacturing Program Managers. As European Program Manager, I managed the start-up of the manufacturing facilities for consumables in Europe (toners and drums) for the company's Japanese copiers.