

CURRICULUM VITAE

MARC VAN DER ERVE

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

Summary

Scientist and practitioner with decades of experience in industry as executive and consultant, Marc van der Erve holds a BSc in Applied Physics cum laude and a PhD in Sociology from Tilburg University. He followed senior management programs at both INSEAD and IMD. He is founder of *The Emzine Collective*, a free association of leaders of science and society. Marc is regularly invited to address audiences on matters ranging from leadership to our ability to foretell and guide the evolution of societal phenomena—from nation states to business organizations. In his recent philosophical novel, *To Be Or To Become*, he explains reality as a wholly behavioral rather than material phenomenon, a view that promises dramatic improvements in the way we run our world. His research typically explores the practical and the philosophical on the crossroads where the natural and social sciences meet. Architect of *iEmzine*, the first true iPad App for leaders, Marc currently works on his new book: *The Next Paradigm Shift – How it will shape the third millennium* (working title). A full member of the *Club of Rome - EU Chapter*, he lives in both South Africa and Europe.

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 (introduced the concept of *social elasticity*)

The Hague University - Delft, 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, 4 weeks
- INSEAD, Advanced Management Program, 6 weeks

Recent Books

The Next Paradigm Shift - What Will Shape The Third Millennium (in preparation, 2012)

To Be Or To Become – The Emzine Dialogue (2011)

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 Software

iPad App (www.iemzine.com) – Managing Corporate Life Cycles (2010)

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 –

AUTHOR, SPEAKER

I am presenting my findings to distinguished audiences, such as an assembly of the Club of Rome in Brussels, assemblies of Business School Alumni, leadership associations, government forums, management teams, university colloquia, PhD Alumni gatherings, etc.

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. As consultant, 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 a new 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. At a symposium in Amsterdam, I presented my evaluation of the book, *Strategy Safari*, by Henry Mintzberg and, then, chaired a Q&A session with the author. I also chaired a two-day symposium about new management books (each introduced by its author).

1992 – 1997

KPMG MANAGEMENT CONSULTANTS

1994 – 1997

European Partner, Brussels

With the European chairman of KPMG 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 EQH 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 of their organization. On behalf of KPMG, I used my approach to lead management workshops for Winterthur, Basler Versicherungen, and several others. I also served the Dutch Telecom Operator when it became privatized. I led workshops and sold them 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. Considering a 25% plus revenue growth rate, 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. I was then 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 the 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 change a rudimentary IT organization into a full-grown 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 linked into Digital's international email network. Authored: *Automatiseren in Midden- en Kleinbedrijf*, Kluwer (1985).

1974 – 1981

XEROX CORPORATION

Manufacturing Program Manager, IT Project Management

I joined the European Manufacturing organization of Rank Xerox in the Netherlands as international coordinator of management-decision-support-systems services. I managed the transition to APL (a matrix-oriented mathematical modeling tool). After a stint as IT Project Manager, in which I managed the design and programming of a pre-manufacturing Bill-of-Material planning 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 (toners and drums) for the company's Japanese copiers.