Servant Leadership

February, 21, 2013

Leadership Success Academy

Center for NonProfit Excellence

Community Foundation of the Florida Keys

Strategists, Inc. 2013

Setting the Stage

"Vision without action is daydreaming, but action without vision is just a random activity."

Joel Barkers

Setting the Stage

The Greenleaf Center for Servant Leadership (Indiana) was founded by Dr. Robert Greenleaf in 1964 as the Center for Applied Ethics.

Greenleaf retired from AT&T and developed the theory of Servant-Leadership, writing and sharing it with others.

In 1970 he wrote “The Servant as a Leader” and the movement was launched.

In 1985 the Center changed its name to share his.

Setting the Stage

The Greenleaf Center's mission is “to fundamentally improve the caring and quality of all institutions through servant Leadership”, which emphasizes:

- increased service to others
- a holistic approach to work
- promoting a sense of community, and
- sharing power in decision making.”

Individuals As Leaders

Inspiring Self

Strategists, Inc. 2013

Defining Servant Leaders

Attributes of servant leaders…..

- Courageous
- Strong
- Values-driven above all
- Accountable for results
- Passion to serve
- Inspiring to self and others

Servant Leader Value System

- Love
- Serve first
- Congruent integrity
- Deep, loyal friendship
- Respect

Servant Leader Attitudes

"I will…."

- Accept persons with unlimited liability
- Create a life of distinction
- Demand accountability
- Be open to novelty

Servant Leader Attitudes

"I will…."

- Develop strength based on *entheos*
- Lead as a servant
- Not follow the non-servants
- Remember that everything begins with the individual – "in here, not out there"

Servant Leader Attitudes

Entheos….

…"is our curiosity, passion, persistence, humor and awe all rolled into one word, and that is ENTHEOS - the sustaining power of enthusiasm."

Glenn Capelli

Checking the Balance

"The ultimate test of entheos, however, is an intuitive feeling of oneness, of wholeness, of rightness; but *not necessarily comfort of ease*."

Robert Greenleaf

Servant Leader Skills

- Listening
- Persuasion (ethical use of power)
- Consensus-building (persuasion in groups)
- Technical competence in a discipline
- Accountability

Servant Leader Skills

- Foresight
- Research
- Conceptualizing—open, imaginatively
- Reflection and meditation
- Assessment

Servant Leader Skills

- Ability to inspire self and others
- To harness and support creativity
- To create a boundary spanning environment for problem solving
- To empower others to fully access their talents

10 Principles Servant Leadership

- Listening--identify the will of the group—to what is said – and not said
- Empathy—accept the intentions and the person even when forced to reject their behavior or performance
- Healing—creating wholeness in the organization

10 Principles Servant Leadership

- Awareness–Robert Greenleaf describes awareness is not a giver of solace – it's just the opposite. It disturbs. People who are aware have their own inner security. Therefore they can observe, communicate and resolve disturbance.

10 Principles Servant Leadership

- Persuasion—through consensus not power
- Conceptualization—”dream great dreams” -- balance the future with the day to day
- Foresight—understand lessons of the past, realities of the present and the most likely consequences of decisions in the future

10 Principles Servant Leadership

- Stewardship—oversight as a partner
- Commitment to growth of people—beyond work-as personal, professional and spiritual growth of all in the organization
- Building community—creating a culture within the organization and within the circles of influence

Servant Leader Habits

- Listen FIRST
- Daily heightened awareness
- Access intuition (withdraw, observe)
- Ask yourself first “who do you want to be?” (values) and then “What are your trying to do?” (action)
- Understand history—don’t relive it

Servant Leader Habits

- HAVE FUN
- Make the time count
- Lifelong learning
- Seeking (adventuresome)
- Look for “kaizen” opportunities

Different Performance Systems

Servant Leader

- Competence
- Win-win thinking
- Performance appraisal as encouragement, self assessment key

Traditional Leader

- Loyalty
- A winner and loser
- Performance as one way feedback

Different Performance Systems

Servant Leader

- Establish measurable objectives, mutual expectations and clear boundaries
- Willing to tackle the "elephant in the room"

Traditional Leader

- Lack of accountability and follow through, no one is responsible, fuzzy boundaries
- Ignore the elephant or try to pretty it up!

Setting the Stage

"My grandfather once told me that there were two kinds of people: those who did the work and those who take the credit. He told me to try to be in the first group; there was much less competition."

Indira Ghandi

Trustees As Servant Leaders

Advocates for:

- Better business policies and practices
- Alignment from top to bottom with objectives
- Core values
- Improved resources
- Higher customer and employee satisfaction
- Professional development and training of employees

Trustees As Servant Leaders

Advocates for:

- Partners in power
- Share unfiltered information
- Create team approach with employees to resolve issues
- Focus on the mission and vision—don't get distracted

Trustees As Servant Leaders

- Energize and Motivate for risk taking
  - Inspire
  - Support: physical, mental, emotional
  - Train: core competencies, customer services, and beyond
  - Acknowledge: people, efforts and results
  - Reward: tangible and intangible…..and
  - Inspire again

Trustees As Servant Leaders

- Ask the right questions:
  - How can I be of help?
  - What is it that you need of me?
  - What resources do I have that would be of use to you?
  - How can I help you think through your choices in this matter?
  - Would it be helpful for me to share my experience with you?

Organizational Leadership

Inspiring Others

Strategists, Inc. 2013

Implementing Servant Leadership

Attributes to start your organization:

- Leader believes in core values
- Mission statement with passion and relevance for what you are going to do
- Published core values emphasizing attributes of servant leadership
- Conscious modeling of the behaviors

Traditional Leadership Path

Evolution of organizational culture:

- We create it (vision, values. etc.)
- We post it on the wall
- We hand it out (specialty items, wallet cards)

Traditional Leadership Path

Evolution of organizational culture:

- We talk the talk (bring it up at meetings, put it in newsletters)
- We walk the walk
  - Clear goals, objectives and metrics
  - Tie it to performance and advancement
  - Systems to support LIVING it through every employee and customer touch point

Servant Leadership Path

- Common vision is developed where passion lives large
- Employee teams are empowered with decision making, given timelines and clear objectives
- Employees articulate how to create a loving culture
- Employees create accountability measures
- Trustees provide stewardship—employees administer the mission

Servant Leadership Path

- A culture of TRUST is created by all, particularly for resolution of conflict. Greenleaf proposes:
  - Community dilemma creates need for change
  - Team discusses needs
  - Team enthusiastically endorses benefit from change
  - Likely response strategies are studied

Servant Leadership Path

- A culture of TRUST is created by all, particularly for resolution of conflict. Greenleaf proposes:
  - The most “alive” solution is chosen (provides community and individual growth
  - Ample communication of planned solution occurs with everyone having a foreseen interest
  - Team puts solution in motion
  - Team has plan to measure (value) the solution outcome to prove the benefit

Servant Leadership Dimensions

- Nine elements Greenleaf identified to analyze mission statements.

- Affinity and Aptitude Discipline
  - Human: Highlight compassion and empathy to all
  - Moral: Adherence to up to date society values serving trustworthy professional settings
  - Intelligence: Support personal obligation to think

Servant Leadership Dimensions

- Performance and Effect Discipline
  - Personal development: Build capabilities and talents
  - Egalitarian: Interest of the person regardless of race, color, culture or social stature
  - Socio-political: Accord with favorable civic, social and/or professional associations

Servant Leadership Dimensions

- Viewpoint and Synthesis Discipline
  - Spiritual: Philosophical linkage for personal thought and feeling for uniqueness of one's spirit
  - Tradition: Heritage as basis for interpreting issues of contemporary society
  - Epochal: Encourage awareness of condition with attention to lasting professional growth

Servant Leadership Choice

- Why adopt this theory?
  - It works
  - It takes the high road
  - It is action-oriented and evokes accountability
  - It puts people first in order to synergistically reach business objectives

Servant Leadership Exercise

- Evaluate yourself as a leader based on the dimensions. Identify the areas of strength and those that need improvement.
- What values of servant leadership seem authenticate to you?
- What behaviors will you specifically change?
- What actions will you take in the next 30 to 60 days to reinforce that behavioral change?

Servant Leadership Exercise

- Evaluate your organization based on the servant leader dimensions. Identify the areas of strength and those that need improvement.
- How would you introduce servant leadership to your organization?
- Choose one improvement area
  - How might you apply the values and attitudes of servant leadership?
  - What would you need to begin the journey?

Servant Leadership Exercise

- How do you inspire self and others?
- How COULD you inspire self and others?
- What specifically could you change about your board:
  - Recruitment
  - Orientation
  - Expectations
  - Meetings
  - Accountability

Credits/Reading List

Autry, James. *The Servant Leader: How to Build a Creative Team, Develop Great Morale and Improve Bottom Line Performance.* Prima Publishing, 2001.

Greenleaf Center on Servant-Leadership. http://www.greenleaf.org

Greenleaf, Robert K. *The Servant as Leader.* Greenleaf Center, 1970, 1991, 2008.

Credits

Greenleaf, Robert K. *Trustees As Servants.* Greenleaf Center, 1974, 1975, 2002.

Peck, Scott M. and Senge, Peter. *Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers.* John Wiley & Sons, Inc. 1995.

Credits

Spears, Larry C. *Insights on Leadership: Service, Stewardship, Spirit, and Servant Leadership.* John Wiley & Sons, Inc. 1998.

Good luck!

STRATEGISTS
INC.

For more information contact:

Debbie Mason, APR,
Fellow PRSA

debbie@strategistsinc.com

(954) 480-7814

www.strategistsinc.com