

DSC Management & Leadership Fair

Servant Leadership

Servant Leadership

- Servant Leadership means ‘to serve first’, and in choosing this style, you chose to serve first and make a conscious choice to lead, so as to enable other people’s highest priorities to be met.
- This introductory session will identify some of the key elements of servant leadership such as listening and empathy as well as commitment to growth of other people

Management vs. Leadership

- As a manager, much of the psychological, emotional, and financial well-being of other people is dependent on you and on how well you create the circumstances and the environment in which they can do their jobs.

- James A Autry

- Leaders become great, not because of their power, but because of their ability to empower others.

- John C. Maxwell

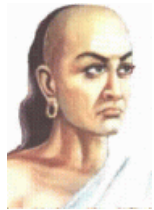
History

The concept of servant-leadership is thousands of years old.



600 B.C. Lao Tzu:

The greatest leader forgets himself and attends to the development of others.



375 B.C. Chanakya's Arthashastra:

The [leader] shall consider as good, not what pleases himself but what pleases his subjects.



First Century A.D., Jesus of Nazareth:

But the greatest among you shall be your servant (Matthew 23:11); The one who is the greatest among you must become like the youngest, and the leader like the servant. (Luke 22:26)



1970's Robert K. Greenleaf:

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first.

Robert K. Greenleaf

Largely considered the father of modern Servant-Leadership

Born: 1904 Died: 1990

Career:

- 38 Years at AT&T, largely in management training and development
- 25 Years consulting on Servant Leadership thereafter
- Coined the term Servant-Leader in 1970s
- Founded Center for Applied Ethics (now Greenleaf Center for Servant-Leadership)

Inspiration:

- Hermann Hesse's short novel Journey to the East in 1960s
 - Account of a mythical journey by a group of people on a spiritual quest
- True leadership stems first from a desire to serve

Essays:

- The Servant as Leader (1970)
- The Institution as Servant (1972)
- Trustees as Servants (1972)



Post-Greenleaf

Following Greenleaf, a wealth of Servant-Leadership experts emerged:

Larry Spears:

- President / CEO of Greenleaf center for 25 years
- Author of hundreds of publications on Servant-Leadership
- Founded the Spears Center



James Autry:

- President of magazine group for Meredith Corporation
- Author of 8 Books
- Focus on implementation



James C. Hunter:

- 25 Years in Servant-Leadership
- 2 of the most popular books on Servant-Leadership
- Consulted many of the world's most admired companies



Others: Ken Blanchard, Stephen Covey, Peter M. Senge, Jim Collins....

Greenleaf' s Definition:
Adapted from “The Servant as Leader”:

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. That person is sharply different from one who is leader first...

...The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"

Servant Leader Characteristics



Greenleaf & Spears: Definitions

Robert K Greenleaf 1970	Larry Spears 1995
<ul style="list-style-type: none">• Wanting to serve others• Non-materialistic• Not focused on power and control• Focused on growing people• Desire to give the underprivileged a voice and help them succeed	<ul style="list-style-type: none">• Non-hierarchical• Non-autocratic• Focused on growing people• Focused quality and caring• Teamwork-orientated• Community-orientated• Ethical behaviour

James A. Autry: Servant Leadership Definition, 2000s

- “Leadership, in service of others, requires a great deal of courage. It was far easier to be the old TOP-DOWN Boss.....”
- Servant Leadership:
 - Enhances productivity,
 - Encourages creativity,
 - Benefits the bottom line,
 - They maintain their spiritual focus,
 - They provide guidance during conflict,
 - Develop their continued growth as a leader,
 - Train other managers in servant leadership,
 - Rectify any motivational problems.

Servant / Service

Definitions of Servant:

- one who **serves**, or does **services**, voluntarily or on compulsion for another.
- one who expresses **submission**, recognisance, or **debt to another:**
- a person working **in the service of another...**
- in a **subordinate** position...
- a person who is hired to **work for another...**

Definitions of Service:

- An act of **assistance** or **benefit**; a favour
- an act of **helpful** activity; **help**; **aid**.
- work done by one person or group that **benefits another**
- The performance of work or duties **for a superior or as a servant**
- be of service, to be **helpful** or **useful**

Leadership

Definitions of Leader:

- a person or thing that **leads**.
- a **guiding** or **directing** head, as of an army, movement, or political group.
- One that **leads** or **guides**.
- One who is **in charge** or **in command** of **others**.
- One who heads a political party or organisation.
- One who has **influence** or **power**, especially of a political nature.
- a person who **rules** or **guides** or **inspires others**
- a person who is **in front** or **goes first**
- a person who is the **head of**, **organises** or is **in charge**
- The **head** ...of any body... as of a tribe, clan, or family; a person in **authority** who **directs** the work of **others**...

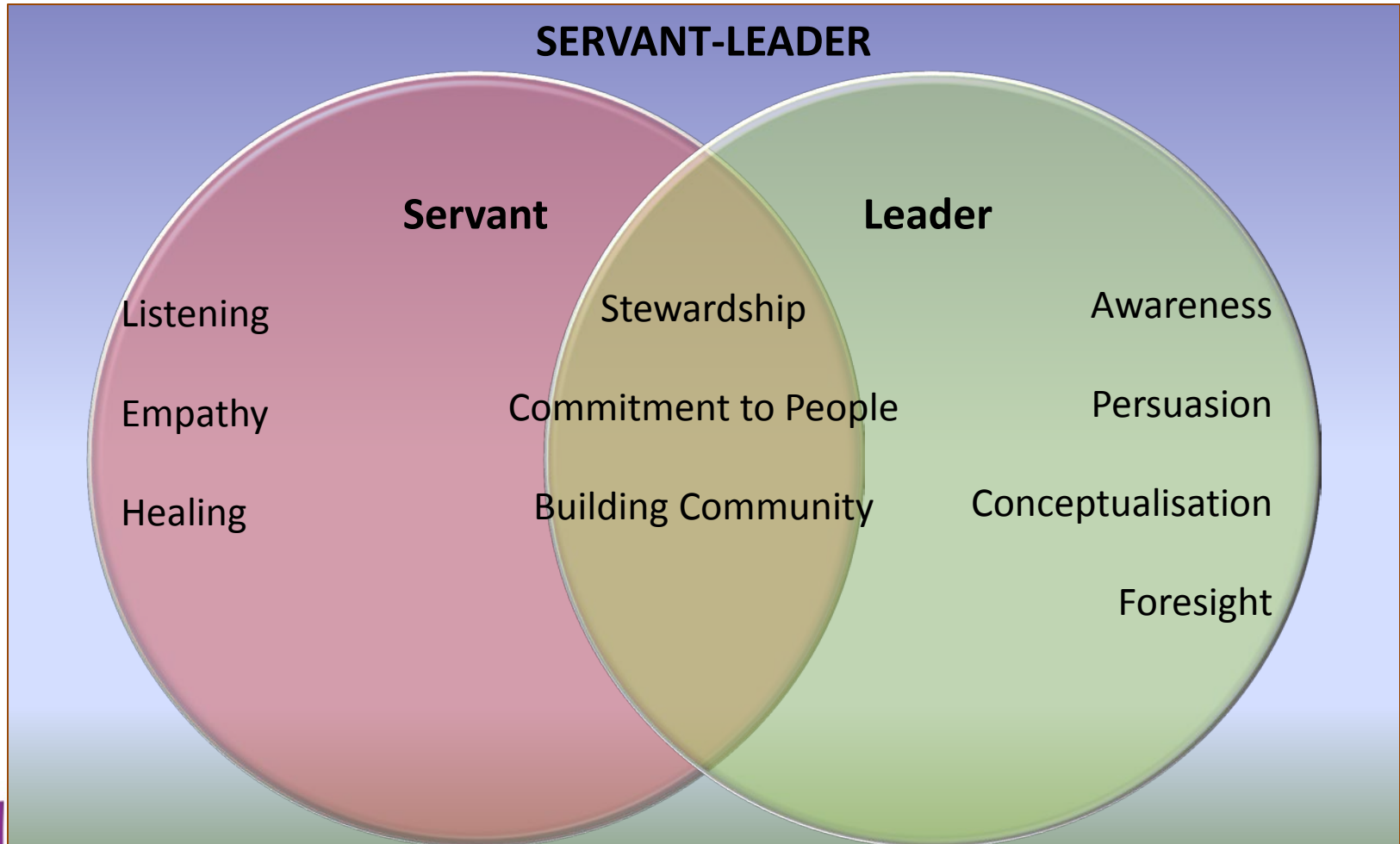
Ten Characteristics

Spears extracted 10 characteristics from Greenleaf's work

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualisation
- Foresight
- Stewardship
- Commitment to the Growth of People
- Building Community

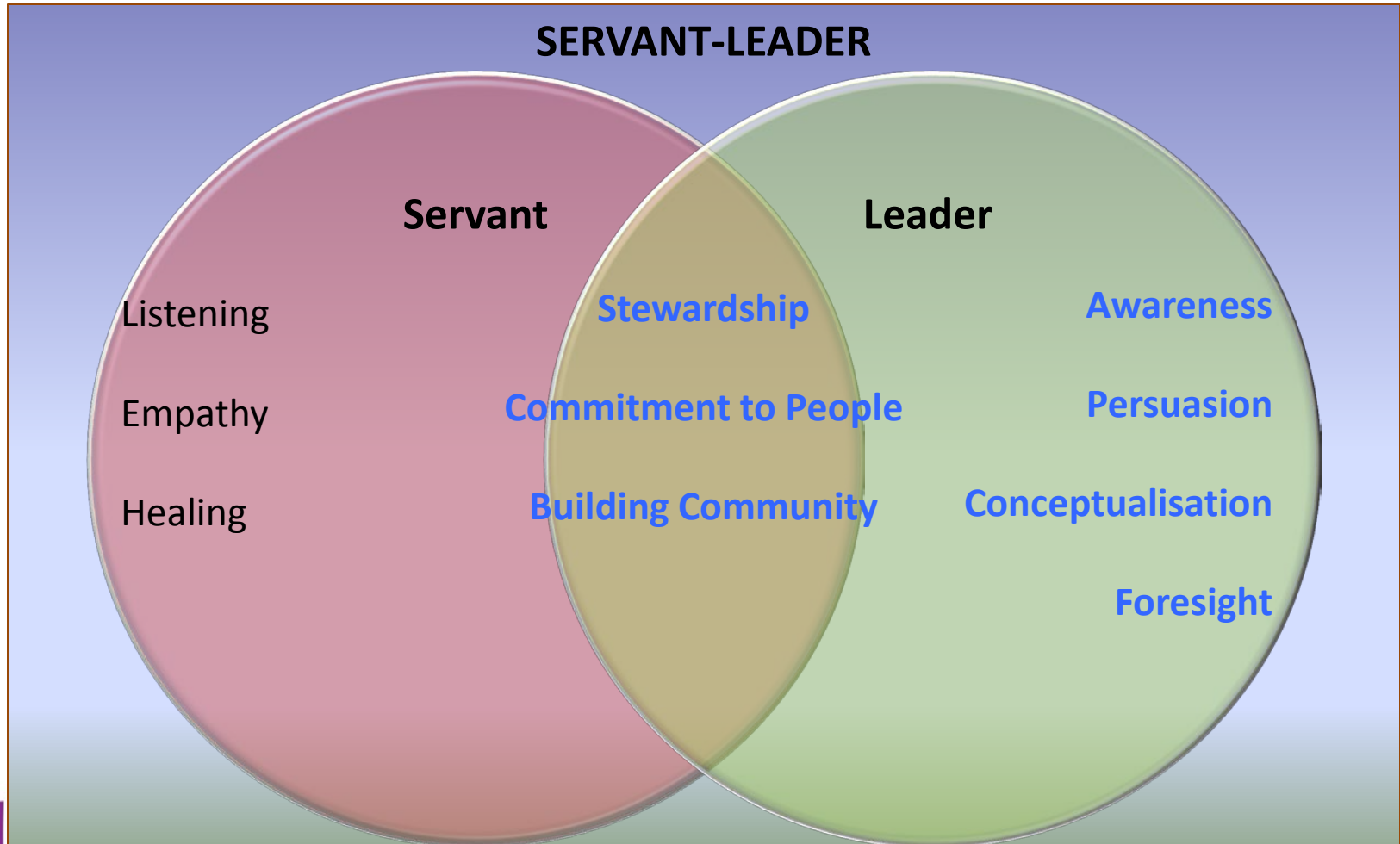
Characteristic Breakout

Breaking out Spears' characteristics into 3 dimensions...



Characteristic Breakout

Breaking out Spears' characteristics into 3 dimensions...



Servant Characteristics

Focusing on serving others through these characteristics...

Listening

- Active, not just passive
- 360°, top to bottom
- Listen completely before deciding

Empathy

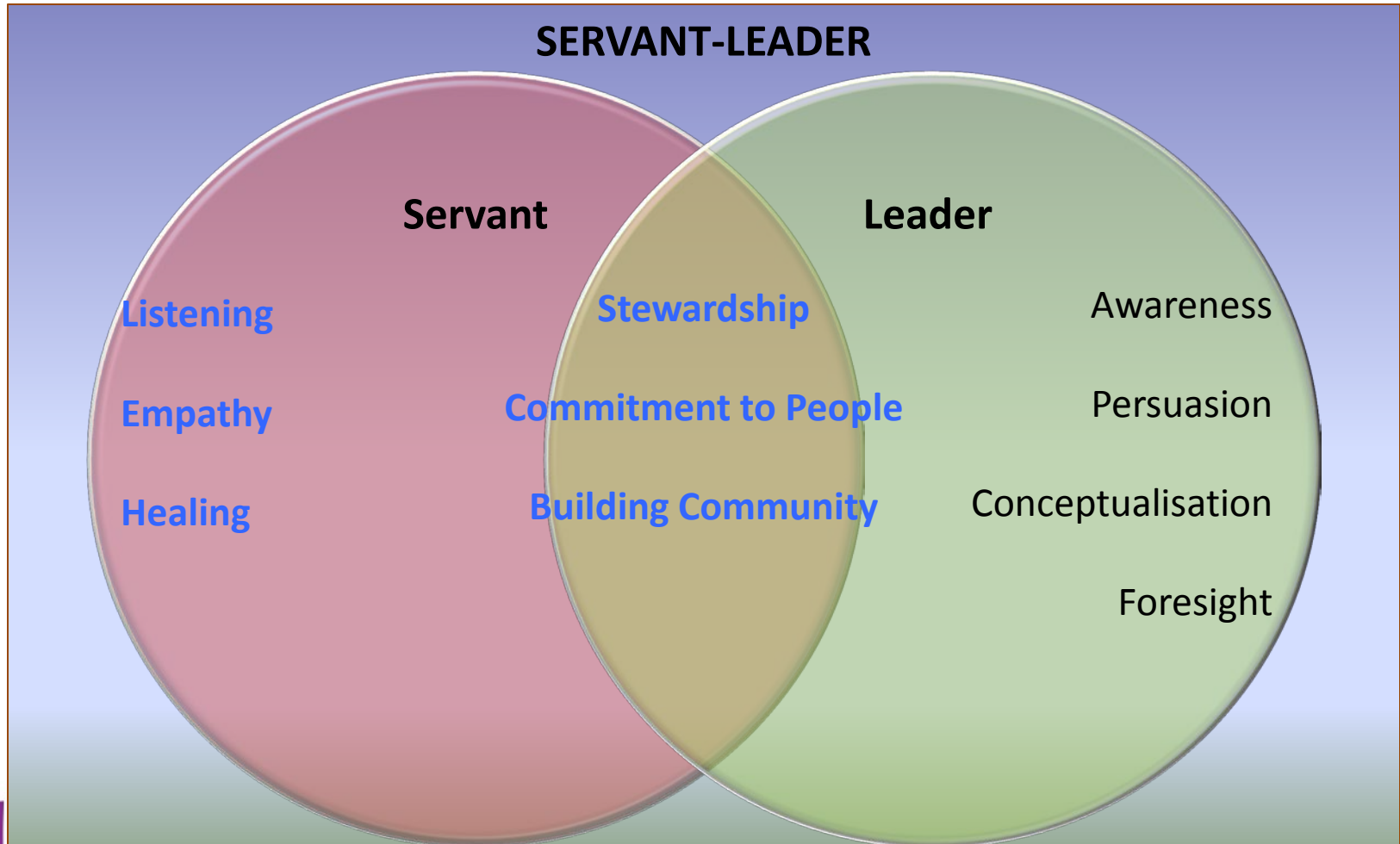
- Separate person from their work
- Walk a mile in their shoes
- Personable with appropriate individuals

Healing

- Help your staff become whole
- Consider their history

Characteristic Breakout

Breaking out Spears' characteristics into 3 dimensions



Leader Characteristics

Focusing on Leading others through these characteristics

Awareness

- Self & Organisation
- “Sharply awake and reasonably disturbed” (Greenleaf)

Persuasion

- Opposite of positional authority
- Convince and build consensus – quickly

Conceptualisation

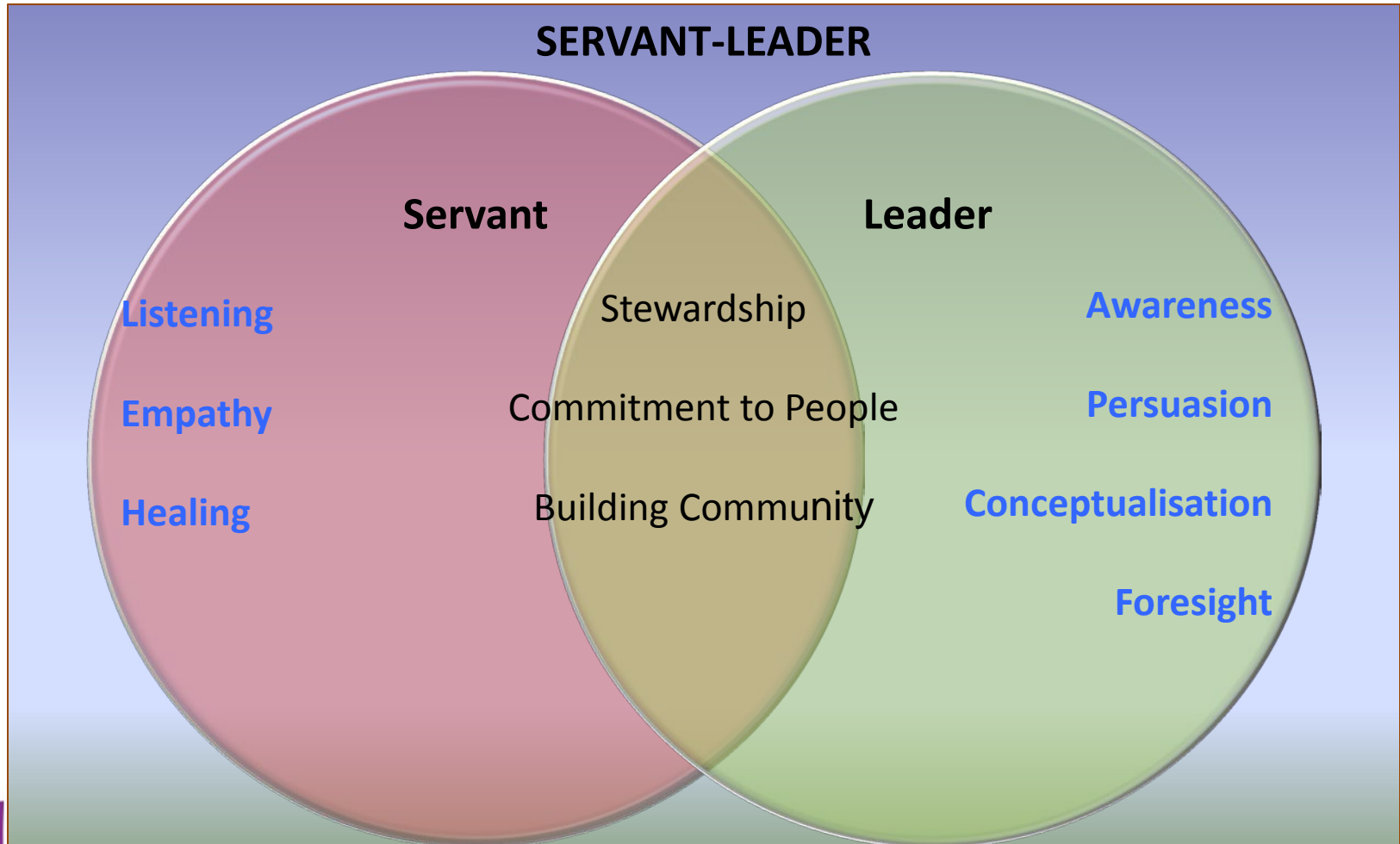
- Big Goals but S.M.A.R.T.
- Make time for strategy

Foresight

- Consequences of present decisions on future outcomes

Characteristic Breakout

Breaking out Spears characteristics into 3 dimensions



Combined Characteristics

Characteristics emerging from the combined Servant & Leader dimensions

Stewardship

- Entrusted with resources of others
- Return on investments

Commitment to the Growth of People

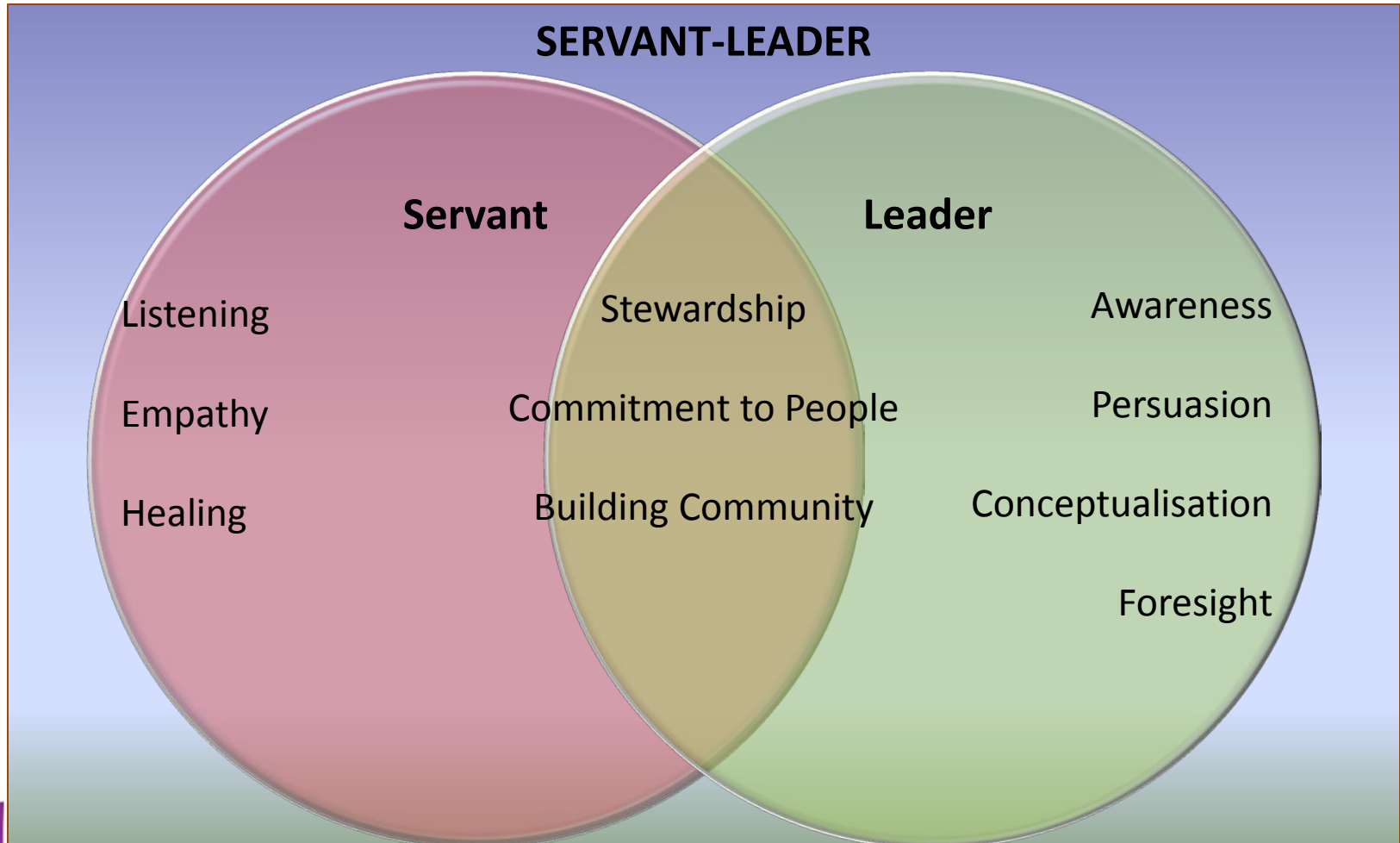
- “Green and growing or ripe and dying” (Hunter)
- Not just your favourites

Building Community

- Effectiveness
- Camaraderie

Characteristic Breakout

Breaking out Spears characteristics into 3 dimensions



Team Performance

Aligning corporate HR practices with Servant-Leadership...

Job Description – Non Servant-Leader Approach

- Objective: Command and control
- Created once, revised only during turnover
- Written by hiring manager each time

Job Description – Servant-Leader Approach

- Objective: mutual understanding
- Dynamic, reviewed annually
- Initial draft by employee

Performance Standards – Servant-Leader Approach

- To meet my performance objectives this quarter, I must...
- Employee initiates, manager reviews
- Servant-Leader must ensure staff does not take on too much

Exercise:

- In pairs/threes, discuss how you can demonstrate more of the characteristics of listening, empathy and healing?
- In pairs/threes, discuss how you can practically change your personal job description to reflect more servant leadership aspects?

Talking Points:

1. “Having minimum standards and procedures, by which everyone is assured of fair treatment, when it comes to what their jobs are, what is expected, upon what they will be evaluated, and by what guidelines they will be rewarded.” (James A. Autry)
2. Key is in your approach and intent behind your use – providing clarity or used for command control?
3. When was the last time you reviewed your Job Description? Does it accurately reflect what you do? What you are responsible for? If not, why not? It needs to be a living document – an understanding between you and your senior manager, whoever that may be.
4. Autry suggests after hiring, each annual review should be initiated by employee, then reviewed and revised by manager in a combined conversation.

17 Servant Leadership Practising Companies On The List from Fortune's 100 Best Companies to Work For list

SAS (1) (leader in analytics)	Wegmans Food Market (3)
Zappos.com (6)	Nugget Market (8)
Recreational Equipment (REI) (9)	Container Store (21)
Whole Foods Market (24)	QuikTrip (34)
Balfour Beatty Construction (40)	TD Industries (45)
Aflac (57)	Marriott International (71)
Nordstrom (74)	Men's Wearhouse (87)
CH2M Hill (90)	Darden Restaurants (97)
Starbucks (98)	

Leaders Who Develop Others

People Who Develop Followers	Leaders Who Develop Leaders
Need to be needed	Want to be succeeded
Focus on weaknesses	Focus on strengths
Develop the bottom 20 percent	Develop the top 20 percent
Treat their people the same for "fairness"	Treat their leaders as individuals for impact
Hoard power	Give power away
Spend time with others	Invest time in others
Grow by addition	Grow by multiplication
Impact only people they touch personally	Impact people far beyond their own reach

UK Companies practising Servant Leadership 1

- **The Grahamcare Group:** The Graham Care Group owns and operates care homes and extra care accommodation for over 500 residents. **Surrey, Kent and Sussex** www.grahamcare.co.uk
- **Happy Ltd:** I.T. and Management & Personal Development Training dedicated to helping organisations create happy workplaces. **London** www.happy.co.uk
- **Work AnyWare Ltd:** Case and Document management systems for professionals. **Leeds**

UK Companies practising Servant Leadership 2

- **Next Jump Limited:** Founded in 1994, Next Jump provides employee engagement and recognition programmes for 70% of the Fortune 1000 companies. Next Jump works with 90,000 companies covering 100mm+ users globally.
- Next Jump's focus on internal culture has attracted the top engineering talent and they have four growing offices located worldwide in NYC, Boston, San Francisco, and the UK.
- Next Jump helps employees save money by leveraging the purchasing power of its network and negotiating corporate rates and discounts at over 3,000 of the UK's best merchants. Employees save on everything e.g. groceries, nappies and pet food - to big ticket items like mobile phones, computers, car rentals and travel bookings.
- On top of great discounts, Next Jump has built the world's most valuable virtual currency called WOWPoints, which can be used as cash on hundreds of merchants. Whether in or out of the office, Next Jumpers are constantly pushing to grow and become a truly, helpful person. **London** www.nextjump.com

Resources

Websites

- Compilation: www.lichtenwalner.net/servantleader
- Greenleaf Center: www.greenleaf.org
- Spears Center: www.spearscenter.org

Books

- Servant Leader (Greenleaf, 1977)
- The Servant (Hunter, 1998)
- The Servant Leader (James A. Autry, 2001)
- Practicing Servant Leadership (Spears & Lawrence, 2004)
- World's Most Powerful Leadership Principle (Hunter, 2004)

Thank You for listening



THANKS
FOR
LISTENING