“This is the true joy in life, being used for a purpose recognized by yourself as a mighty one. Being a force of nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy. Life belongs to the whole community, and as long as I live, it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live."

— George Bernard Shaw
Servant Leadership
What is Servant Leadership?

- A philosophy of leadership that believes a leader is servant first. A leader serves those that ‘do the work,’ but more than that a servant leader serves the community, the customer, the suppliers through a few basic principles.

  Greenleaf
The practice was coined in 1970 by Robert K. Greenleaf

The concept began centuries ago
- 4th century BC – Chanakya “The king [leader] shall consider as good, not what pleases himself but what pleases his subjects [followers]
- Bible – “But ye shall not be so: but he that is greatest among you, let him be as the younger; and he that is chief, as he that doth serve.”
- Muhammed – “the leader of a people is their servant”

The concept has continued to be developed by prominent leaders and writers including Ken Blanchard, Ken Jennings, Steven Covey and Larry Spears
Basic Concepts

“The first and most important choice a leader makes is the choice to serve, without which one’s capacity to lead is severely limited.”

Live by conscience – the inward moral sense of what is right and wrong

Transcends religion, culture, geography, nationality and race, speaks to the core of humanity

Both leaders and followers are followers. Why? They follow truth, principles, values and an agreed upon vision

Sacrifice – physical and economical (the body), prejudices (the mind), deep respect and love (the heart), subordinating our will for the greater good (spirit)
Asks the question “What is wanted of me” instead of “what do I want”

The ends and the means are inseparable

Ghandi taught 7 things that will destroy us:

1) Wealth without work
2) Pleasure without conscience
3) Knowledge without character
4) Commerce without morality
5) Science without humanity
6) Worship without sacrifice
7) Politics without principle
Basic Concepts

- Shared vision creates discipline and order without demanding it.
- Conscience provides the why
- Vision provides the what
- Discipline provides the how
- Passion represents the strength of feelings behind the why, what and how
- Ensure those served grow as persons. Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?
“That you may retain your self-respect, it is better to displease the people by doing what you know is right, than to temporarily please them by doing what you know is wrong.”

– William J.H. Boetcker
Servant Leadership

When we borrow strength we build weakness in three places:

1) In self – we are not developing moral authority
2) In other – they become co-dependent with our use of formal authority
3) Quality of relationship – authentic openness and trust are never developed
Is It Effective?

- **10 year study of financial returns**
  - 500 largest public companies average 10.8% return
  - 11 Collins’ “Good to Great” companies averaged 17.5% return
  - 11 Servant led companies averaged 24.2% return

- **Fortune Magazine’s “Top 100 Companies to Work for in America”**
  - Of the 11 servant led companies, 5 made the list
  - 2 of the 5 were listed as “Top Companies”

- **“Firms of Endearment”**
  - Endears itself to stakeholders
  - Pays employees well
  - Wonderful for investors returning 1025% over 10 yrs. compared to 122% for the S&P 500 companies and 316% “Good to Great” companies
Single Chief Concept

- Abnormal and corrupting
- Loneliness – question motives, not on the “grapevine”
- Burden of indecisiveness
- Too few leaders – only one at a time
- Grossly overburdened
- Major interruption when that person leaves
- Concept ‘one must be the boss to be effective’
Seven Pillars of a Servant Leader

1. Person of Character
2. Puts People First
3. Skilled Communicator
4. Compassionate Collaborator
5. Has Foresight
6. Systems Thinker
7. Leads with Moral Authority
Person of Character

Core Competencies

Maintains integrity
Demonstrates humility
Serves a higher purpose
Person of Character

- Makes insightful, ethical and principle-centered decisions
- Is honest, trustworthy, authentic and humble
- Leads by conscience, not by ego
- Is filled with a depth of spirit and enthusiasm
- Is committed to the desire to serve something beyond oneself
“True worth is the internal compass that guides you successfully through life. It represents who you are as a human being at your deepest level. It is your orienting point— your fixed point in a spinning world— that helps you stay on track as a leader. Your ‘True North’ is based on what is most important to you, your most cherished values, your passions & motivation, the source of satisfaction in your life.”

– Bill George, Former CEO of Medtronics
Person of Character

- Character consists of operative values – “values in action”
- Good character is knowing the good, desiring the good and doing the good
- We form our character through moments of truth
- Identify your “calling”
Put People First

Core Competencies
Displays a Servants Heart
Is Mentor–Minded
Shows Care and Concern
Put People First

- Helps others meet their highest priority development needs
- Seeks first to serve, then aspires to lead
- Self interest is deeply connected to the needs and interest of others
- Serves in a manner that allows those served to grow as persons
- Expresses genuine care and concern for others
Put People First

- Not a martyr or co-dependent in implementing growth of others
- Tough minded, compassionate and wise partner in growth
- Goal should be the growth of a protégé vs. a trainer whose goal is to impart “how-to” tips on meeting organizational objectives or winning in office politics
“Love” is a strange word in the context of business

Emphasis is not on sentimentality but on acting intentionally in ways that support the health, wisdom, freedom and autonomy of persons with the motive of meeting their most critical needs rather than our narrow ego needs

Am I evolved enough to allow others to find their own ways, even when they are different from my ways?
Skilled Communicator

Core Competencies

- Demonstrates Empathy
- Invites Feedback
- Communicates Persuasively
Skilled Communicator

- Listens earnestly and speaks effectively
- Seeks first to understand and then to be understood
- Listens receptively to others, demonstrating genuine interest, warmth and respect
- Influences others from assertiveness and persuasion rather than power and position
Aristotle’s Rhetoric most widely regarded works on influence and persuasion

- Ethos – ethical, credible appeal
- Pathos – emotional appeal
- Logos – logical, rational appeal

Of the 3, Aristotle said that ethos – who we are – is the most important factor
Skilled Communicator

- More likely to see results from clear, realistic expectations because they know how to persuasively delegate responsibility, provide adequate encouragement and support and offer firm, fair reminders of accountability
- Help make sense of life’s experiences by using symbols, metaphors and stories
- Lincoln’s mule and Congress
Skilled Communicator

People skills

1. Empathy – deep, accurate understanding
2. Warmth – kindness and respect
3. Genuineness – openness, authenticity
4. Concreteness – specific, direct
5. Initiative – solution-oriented, risk-taking
6. Immediacy – mutual, intimate, here and now sharing
7. Self-disclosure – appropriate sharing of self
8. Confrontation – challenging others to grow
9. Self-exploration – self-reflection, inviting feedback
Skilled Communicator

The ABCs of being an active listener

1. Act Interested
2. Be Encouraging
3. Clarify
Compassionate Collaborator

Core Competencies

Expresses Appreciation
Builds Teams and Communities
Negotiates Conflict
Compassionate Collaborator

- Strengthens relationships, supports diversity and creates a sense of belonging
- Invites and rewards the contributions of others
- Pays attention to the quality of work-life and strives to build caring, collaborative teams and communities
- Relates well to people of diverse backgrounds and interests and values individual differences
- Manages disagreements respectfully, fairly and constructively
Creating a Collaborative Culture

1. Trust and respect in everyday situations
2. Egalitarian attitudes among members of all ranks
3. Power based on expertise and accountability
4. Shared leadership where all members take initiative
5. Commitment to the success of other members, rather than just one’s own success
6. Valuing of truth and truth telling
7. Commitment to continuous improvement of the whole organization
8. Active learning
9. Personal responsibility
Compassionate Collaborator

How to Establish Group Effectiveness
1. Goal Setting
2. Communication
3. Participation
4. Decision-Making
5. Problem Solving
6. Interpersonal Effectiveness
7. Cohesiveness
Has Foresight

Core Competencies
Expresses Appreciation
Builds Teams and Communities
Negotiates Conflict
Has Foresight

- Imagines possibilities, anticipates the future, and proceeds with clarity of purpose
- Views foresight as the central ethic of leadership
- Knows how to access intuition
- Can articulate and inspire a shared vision
- Uses creativity as a strategic tool
- Is a discerning, decisive and courageous decision maker
Has Foresight

“The ability to foresee the likely outcome of a given situation, enabling the Servant Leader to understand lessons from the past, realities of the present, and likely consequences of a decision for the future. It is deeply rooted in the intuitive mind.”

Robert K. Greenleaf
Has Foresight

How to practice foresight

1. Analyze the past – not details but patterns
2. Learn everything there is to know about the issue at hand
3. Let the information incubate – anyone passionate about their work is susceptible to “the hurries” as Lincoln coined it
4. Be open to breakthroughs – often comes unexpectedly through hunches, fleeting suggestions, incomplete ideas, doodling, dreams
5. Share your insights with trusted colleagues – sometimes our enthusiasm causes us to ignore key information and practice making the case before a wider audience
Has Foresight

Vision

1. Who we are – powerfully
2. Whom we serve – all parties
3. How we will serve them – the difference made in the world and people’s lives
Systems Thinker

Core Competencies

Comfortable with Complexity
Demonstrates Adaptability
Considers the “Greater Good”
Systems Thinker

- Thinks and acts strategically, leads change effectively and balances the whole with the sum of the parts
- Connects systems thinking with ethical issues
- Applies the principles of Servant Leadership to systems analysis and decision making
- Integrates input from all parties in a system to arrive at holistic solutions
- Demonstrates an awareness of how to lead and manage change
Not protecting turf, resistant to new ideas or focused on short term hassles rather than the greater good

Deming suggest workers are 15% of problems and the system is the other 85%

Jim Collins stated “As one attains maturity one learns to live peacefully and sleep well with the submerged awareness of constant danger.”
Systems Thinker

Dimensions of Change

1. Organizational – Systematic
2. Relational – Interpersonal
3. Individual – Personal
Systems Thinker

Kotter’s book “Leading Change”

1. Anticipate and plan for change
2. Constantly communicate info about change
3. Listen with attentive presence but without believing you can always “fix” anxiety
4. Acknowledge the challenge of change
5. Provide quality training and skill building in change management
6. Foster a flexible, supportive climate
7. Celebrate milestones along the way
8. Attend to self-care during times of change

Always balance stability, strategy and change
Leads with Moral Authority

**Core Competencies**
- Accepts and Delegates Responsibility
- Shares Power and Control
- Creates a Culture of Accountability
Leads with Moral Authority

- Worthy of respect, inspires trust and confidence, and establishes quality standards for performance
- Values moral authority over positional authority
- Empowers others with responsibility and authority
- Sets clear, firm yet flexible boundaries
- Establishes, models and enforces quality standards for conduct and performance
Examples of leaders not using moral authority
  ◦ Enron
  ◦ Who else?

What is outcome every time?
James Kouzes in “The Leadership Challenge” states “All the techniques and all the tools that fill the pages of all the management and leadership books are not substitutes for who and what you are…My colleague Barry Posner and I have been collaborating on leadership research for 15 years, and we keep learning the same thing over and over and over. We keep rediscovering that credibility is the foundation of leadership. It’s been reinforced so often that we’ve come to refer to it as the ‘First Law of Leadership’.”
Leads with Moral Authority

When in Conflict

1. Always start with what you can agree on
2. Put a moral spin on things – “right thing to do”
3. Support the case with facts, stats and money
4. Don’t demonize others or assume moral superiority for yourself
5. Listen
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Servant Leadership

How to Start

- Begin with a personal inventory
- Change is inevitable; Growth is optional
- Who do you want to be
- Where are the areas you need to improve
- Start by practicing just being present
References


