SERVANT LEADERSHIP FOR SUSTAINING ORGANIZATIONAL SUCCESS

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Objectives

- Acquaint you with the origin and concept of Servant Leadership (SL)
- Who is the Servant Leader
- Identify The New Moral Principle & Leadership Model
- Describe Characteristics of Servant Leadership
- Identify Practitioners of Servant Leadership
- Answer questions you might have
My Vision for You

- Desire to learn more about Servant Leadership
- Desire to make a difference in the lives of those you lead
- Ultimately
  - Create a Passion for Servant Leadership
  - Desire to serve and not be served
WHAT SERVANT LEADERSHIP ISN’T

- Servile behavior
- Bowing down to others to get results
- Being the “Go-For”
- Forgiving actions to motivate the future
- Accepting poor performance
MODERN-DAY FOUNDER

Dr. Robert K. Greenleaf (1904-1990)
- AT&T – 1926 to 1964
- AT&T Director of Management Research
- Professor
- Lecturer
- Consultant:
SERVANT LEADERSHIP EVOLUTION

- 1964 – Founded Center for Applied Ethics, Inc.
- 1970 – “The Servant as Leader”
  - Coined phrase “Servant Leadership”
  - Launched modern SL movement
- 1985 – Robert K. Greenleaf Center
- Today – Greenleaf Center for Servant Leadership in Westfield, Indiana

WWW.greenleaf.org
Servant Leadership

- Essays and Reflections
  - The Institution as Servant
  - Trustees as Servants
  - Servant Leadership in Business
  - Servant Leadership in Education
  - Servant Leadership in Foundations
  - Servant Leadership in Churches

- www.Regents.edu -- Search Servant Leadership
BEFORE GREENLEAF’S IDEA

- Plato (428 B.C. – 348 B.C.)
  - Ruler seeks what is advantageous to subjects.

- Jesus
  - I came to serve, not to be served

- Immanuel Kant (1724 – 1804)
  - Categorical Imperative
    - Doing the right thing
    - Golden Rule

- John Stuart Mill (1806 – 1873)
  - Utilitarianism – making life better for the organization
GREENLIEAF’S ORIGIN OF THE IDEA

- Hermann Hesse’s
- “Journey to the East”
  - Band of Men on a mystical journey
  - Central Figure – “Leo”
- Leo disappears and never re-appears
- Leo – Leader of “The League” – sponsor of journey
- The Law!
The Law of Service

- He who wishes to live long must serve, but
- He who wishes to rule does not live long.

Moral:
- Reward comes from serving others.
- Those who become leaders through endeavor, end in nothing.
WHO IS THE SERVANT LEADER?

- Places the welfare of others before self
- Other people’s highest priority needs are being served
- Greenleaf’s “Best Test”:
  - Do those served grow as persons?
  - Do they become healthier, wiser, freer, more autonomous?
  - Are they more likely themselves to become servants?
NEW MORAL PRINCIPLE**

- Only authority deserving one’s allegiance
- Given freely and knowingly granted by the led to the leader
- Clearly evident in the “servant” stature of the leader.
- Proven and trusted as servants.

**Larry C. Spears – Focus on Leadership: Servant Leadership for the 21st Century
NEW LEADERSHIP MODEL**

- Based on Teamwork and Community
- Seeks to involve others in decision making
- Strongly based on ethical and caring behaviors
- Enhances the personal growth of workers while improving caring and quality of our many institutions.

**Larry C. Spears – Focus on Leadership: Servant Leadership for the 21st Century**
**ARE YOU A SERVANT LEADER?**

- Believe you are willing to sacrifice your own self-interest for the good of the group?
- Believe you want to hear their ideas and will value them?
- Believe that you will understand what is happening in their lives and how it affects them?
- Come to you when chips are down or something traumatic has happened in their lives?
- Believe that you have a strong awareness for what is going on?
ARE YOU A SERVANT LEADER?

- Follow your requests because they want to or because they “have to?”
- Communicate their ideas and vision for the organization when you are around?
- Have confidence in your ability to anticipate the future and its consequences?
- Believe you are preparing the organization to make a positive difference in the world?
- Believe that you are committed to helping them develop and grow?
- Feel a strong sense of community in the organization that you lead?
CHARACTERISTICS OF SL

- Calling
- Willing to sacrifice self-interest
- Natural desire to serve other
- Deeply rooted and value-based
- Make a difference in lives of others
- Actively pursue opportunities to impact others’ lives
  - Never for personal gain
  - Sacrifice for the sake of others and their growth
- Without this “natural calling”, servant leadership may not be realistic or compatible style
CHARACTERISTICS OF SL

Listening

- Deep commitment to listening intently
- Seeks to identify the “will”, & help clarify that will
- Receptive to what “is” said, and what “is not” said
- Encompasses getting in touch with one’s own “inner voice”
- Seeking to understand what one’s body, spirit, and mind are communicating
- Listening, coupled with regular periods of reflection, is essential to the growth of the servant leader
Characteristics of SL

- Empathy and Acceptance
  - Strives to understand and empathize with others
  - People need to be accepted and recognized for their special and unique spirits
  - Assumes the good intentions of coworkers
  - Accept them as people
  - Refusing to accept their
    - Behavior
    - Performance

- Most successful Servant-leaders are those who have become skilled empathetic listeners
CHARACTERISTICS OF SL

Healing – “To make Whole”
- Powerful force for transformation and integration
- Great strength – healing oneself and others
- Broken spirits and emotional hurts
- To Servant Leader
  - Great opportunity
  - Motivation – To help make self whole
CHARACTERISTICS OF SL

- Greenleaf: “There is something subtle communicated to one who is being served and led if,
- implicit in the compact between servant-leader and led,
- is the understanding that the search for wholeness is something they share.”
CHARACTERISTICS OF SL

- Awareness (Spears)
  - Being able to view most situations from a more integrated, holistic position.
  - Awareness aids in understanding issues that involve ethics and values.
  - Strengthens the servant-leader.
CHARACTERISTICS OF SL

- Self-Awareness (Daniel Goleman)**
  - Delphic Oracle – “Know thyself”.
  - Having a deep understanding of one’s emotions, strengths, weaknesses, needs, and drives.
    - Neither critical nor unrealistically hopeful
    - Honest – with others and themselves

- How to Recognize it in oneself
  - Candor; ability to assess oneself realistically
  - Able to speak openly about emotions
  - Frank in admitting to failure – even smiling about it
  - Self-depreciating sense of humor
  - Self confidence

CHARACTERISTICS OF SL

- Self-Awareness (Goleman)**
  - One of five components of Emotional Intelligence

- Emotional Intelligence – Innate potential to feel, use, communicate, recognize, remember, describe, identify, learn from, manage, understand and explain emotions. (S. Hein 2007)

- Achievers – high emotional intelligence

CHARACTERISTICS OF SL

Persuasion
- SL seeks to convince, rather than coerce compliance
  - SL builds consensus within groups
  - Relationship building skills
  - Leadership by persuasion has the virtue of change by convincement rather than coercion
Characteristics of SL

- Conceptualization
  - Nurture their ability “to dream great dreams.”
  - Clear vision of what others must do to grow and improve.
  - Nurture the idea of thinking beyond the day-to-day view of problem solving.
  - Seek assistance of other who might have more creative abilities and skills.
CHARACTERISTICS OF SL

Foresight
- Enables the SL to understand the lessons of the past,
- The realities of the present, and
- The likely consequence of a decision for the future.

Foresight means:
- Regarding the events of the moment,
- Comparing with projections (experiences) of the past,
- At the same time projecting the future.

Requires a lot of faith
CHARACTERISTICS OF SL

Stewardship
- “Holding something in trust for another.”
- (Peter Block – Stewardship & The Empowered Manager)
- Commitment to serving the needs of others
- Improving them for the greater good of society

Thomas Sergiovanni

Moral Leadership: Getting to the Heart of School Improvement
- Manage one’s life and affairs with proper regard for the rights of other people for the common welfare
- Placing oneself in service to ideas and ideals and to other who are committed to their fulfillment.
CHARACTERISTICS OF SL

- Commitment to the growth of people
  - SL believes people have intrinsic value
  - SL recognizes a tremendous responsibility for the personal, professional and spiritual growth of employees.

- Possible actions:
  - Professional Development
  - Listening to suggestions
  - Involve in decision making
  - Moral & ethical development
CHARACTERISTICS OF SL

- Building Community
  - Institutions of today have lost that sense of community
  - Institutions – not local communities – primary shapers of human lives

- Servant Leader seeks to build a community within the organization

- Greenleaf felt:
  - Servant Leaders to show the way
  - Demonstrate their own unlimited liability for a specific community-related group of people
Practitioners of Servant Leadership

- Southwest Airlines – Employees come 1st.
- John Deere – Employee integrity & commitment
- The Container Store -- #1 Stakeholder-Employees
- TDI Industries – one of the first practitioners
- USAA Insurance & Financial Services
- The White Dog Café – customers, community, earth, and serving each other.
- The Gore Company – Team-based, flat lattice, fosters personal initiative. Accountable to multi-disciplined team members
Practitioners of Servant Leadership

- **Servant Leadership as a Way of Life**: Trinity Western strives to teach and to embody the pattern of servant leadership exemplified by Jesus Christ.

- Professors, administrators, and students seek to motivate and mobilize each other to think and act with creativity, integrity, and skill for the benefit of all concerned.
Tony Dungy – Super Bowl winning Head Coach
  • It’s all about Service
  • Principle focus must be beyond self
    ○ Other Directed
    ○ Other Inspired

Humble Servant Leadership
  • See others as valuable
  • Worth your time to serve them
  • Timely, needed and right

Tony asks, “What can you do in your organization to “wash the feet” of the people you lead?”
Peter Drucker, in defining Business Ethics, says, “There is only one ethics, one set of rules of morality; one code, that of individual behavior in which the same rules apply to everyone alike.”

He further states the rule for Business Ethics was spelled out clearly, 2,500 years ago, in the Hippocratic oath of the Greek physician: *primum non nocere*, “above all, not knowingly to do harm” that is the basic rule of professional ethics, the basic rule of an ethics of public responsibility.

- The Daily Drucker: 366 Days of Insights and Motivation for Getting the Right Things Done
SUMMARIZE

- Robert Greenleaf & Greenleaf Center
- Defined Servant Leadership
- Characteristics of Servant Leadership
  - Calling
  - Listening
  - Empathy & Acceptance
  - Awareness & Perception
  - Healing
  - Conceptualization
  - Persuasion
  - Foresight
  - Commitment to the Growth of People
  - Building Community
  - Stewardship
- Practitioners of Servant Leadership
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- Sergiovanni, T. – “Moral Leadership: Getting to the Heart of School Improvement”
- NebGuide – U. Nebraska, Lincoln Extension
- “Contemporary Issues in Leadership”
- Tony Dungy – The Mentor Leader
THOUGHTS, QUESTIONS?