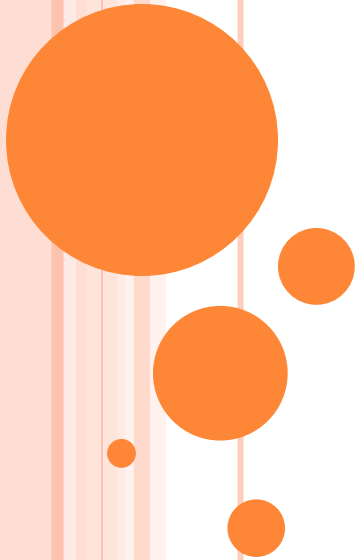


# **SERVANT LEADERSHIP FOR SUSTAINING ORGANIZATIONAL SUCCESS**

**David McCuiston  
Supervisor, Custodial Services  
Mukilteo School District**



# OBJECTIVE

- 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](http://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](http://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 21<sup>st</sup> 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 21<sup>st</sup> 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

**\*\*What Makes a Leader? Daniel Goleman – Contemporary Issues in Leadership**



# 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

**\*\*What Makes a Leader? Daniel Goleman – Contemporary Issues in Leadership**



# 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 1<sup>st</sup>.
- 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.



# PRACTITIONERS OF SERVANT LEADERSHIP

- 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?”





# ETHICS OF LEADERSHIP

- 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





# BIBLIOGRAPHY

- Greenleaf – “The Servant as Leader”
- Greenleaf – “The Institution as Servant”
- Hesse, H. – “The Journey to the East”
- “Focus on Leadership: Servant-Leadership for the 21<sup>st</sup> Century
- 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?

