

Servant Leadership Overview

Lean Leadership Series

Topics

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History of Servant Leadership

In the east, Chanakya or Kautilya, a strategic thinker from ancient India, wrote in his 4th century book Arthashastra: “The King (leader) shall consider as good , not what pleases himself but what pleases his subjects (followers).”

In the west, the concept can be traced back to Jesus, who taught his disciples: “You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” (Mark 10:42-45)

What is Servant Leadership

Servant leadership is one of the most popular leadership models around today.

The concept was developed by Robert K. Greenleaf in 1970.

The servant leader serves the people he/she leads which implies that they are an end in themselves rather than a means to an organizational purpose or bottom line.

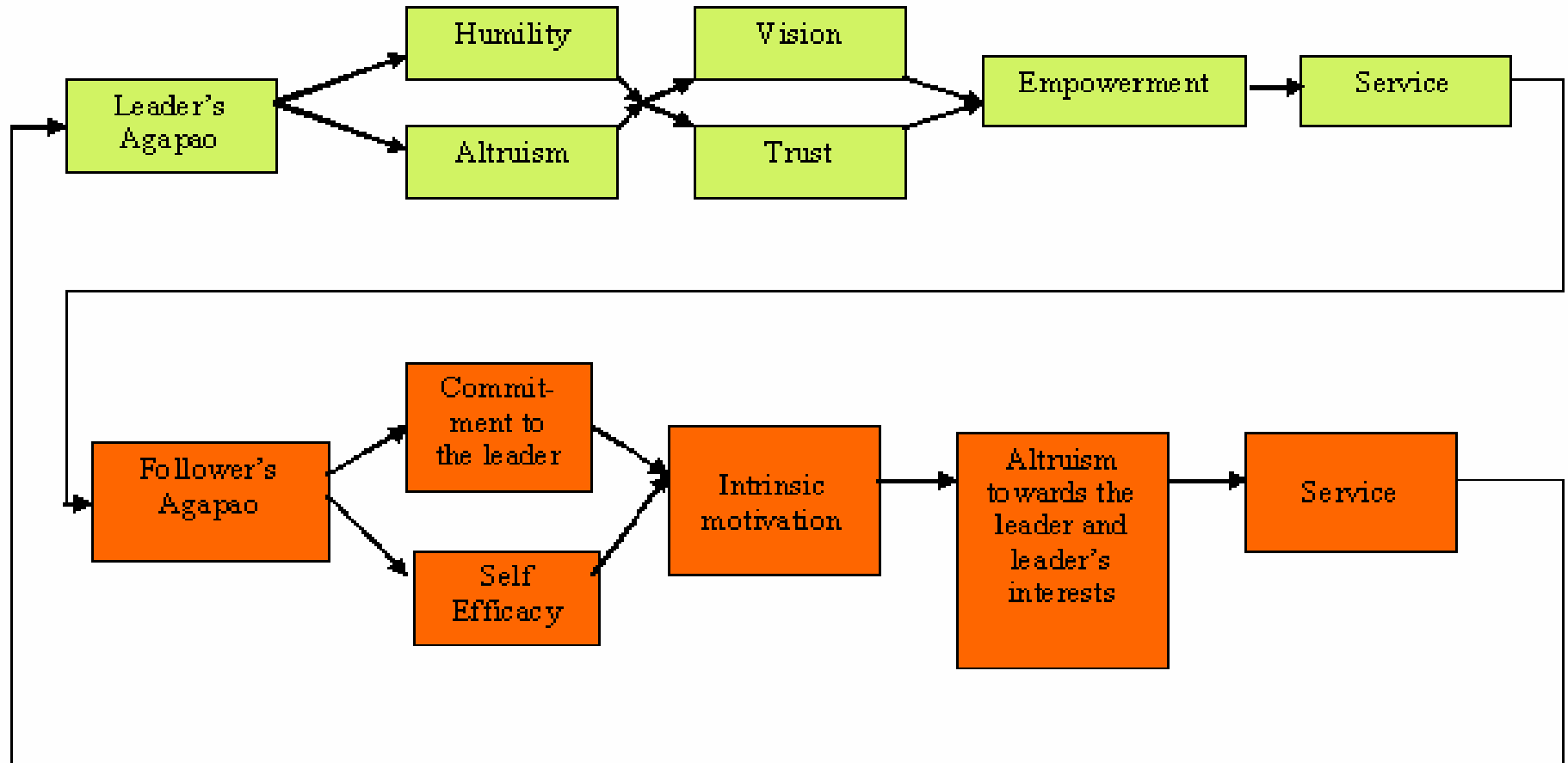
Concept of Servant Leadership

INTEGRITY ---

Leaders who act with integrity are perceived by their followers as being trustworthy and completely honest.

By taking time to think about how their values are integrated with their organization's vision and how their own honesty is respected by their peers and their followers, leaders can be a healing force within their organizations.

Expanding Patterson's Model



Winston, B.E. (2003), "Extending Patterson's servant leadership model: explaining how leaders and followers interact in a circular model", paper presented at the Servant Leadership Research Roundtable, Regent University, Virginia Beach, VA, available at: www.regent.edu/acad/cls/2003ServantLeadershipRoundtable/

Are You a Servant Leader

Some servant leadership characteristics are inherent attributes or beliefs that a servant leader needs to hold

Many are behavioral in nature and describe what servant leaders do

Some of the skills are developed and the Ultimate Servant Leader has developed all characteristics and is continuously improving

Limitations of the Servant Leader

It is not a quick-fix approach,

It is not something that can be quickly instilled within an organization

Can be perceived by some as rather 'soft'

Listening and empathizing too much with others may lead to indecisiveness or a lack of vision

Summary

- The metaphor of "**The Servant-Leader**" is a powerful model for today's managers and leaders. Both customers and staff want leaders who will **listen and empower** --- rather than **dominate and tell them what to do!**
- The power of the servant-leadership model lies in the **ability of its ideas to inspire us** to collectively be more than the sum of our individual parts! The main assumption is that **true leadership** should call us to serve a higher purpose, something beyond ourselves.
 - One of the most important aspects of leadership is helping organizations and staff identify their higher purpose.
 - The best test of the Servant-Leadership philosophy is whether or not customers and staff grow as persons!

Summary

To achieve this higher purpose of public organizations, you, as a leader, must be passionate about your desire to improve your community and yourself!

The process of becoming a "Servant-Leader" demands that you understand your own strengths and weaknesses!

Eleven characteristics of "Servant-Leaders" have been identified --
- Calling, Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of people, and Building community. ***Each of these ten characteristics can be applied to management and customer service!***

Essential Assumption: the eleven characteristics of Servant-Leadership do not create an ***"either/or" dichotomy***, but rather an opportunity to **explore how to balance** all the characteristics in our own lives!

Summary

This presentation has *explored the core characteristics* of the concept of Servant-Leadership. The concept provides a framework that leaders can draw upon to *create work environments which can empower staff to be more responsive* to their customers and the communities in which they live and work.

It is essential to see the characteristics of the Servant-Leadership concept in relationship to one another rather than as individual entities. Instead of imagining a ladder or cyclical process, it is more appropriate to view the characteristics as a weaving together --- with each strand supporting and shaping the others.

The "servant-leader" draws its greatest strength from combining the characteristics in a *dynamic blending together* rather than from an applying them in isolated ways.