

Servant Leadership

WHAT IT IS-WHAT IT IS NOT



MODERN HISTORY

Leadership as a growing field of study has only emerged over the past 120 years. This has led to differing theories of leadership over time.

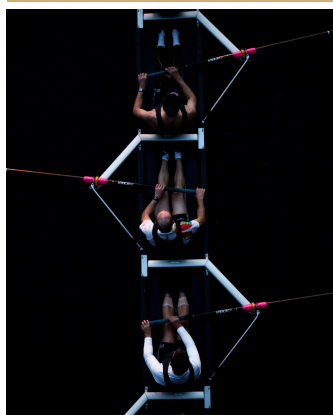
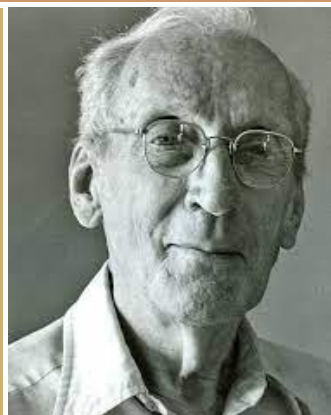


CHANGES IN LEADERSHIP

Beginning In the 20th century we have seen leadership theory and practice evolve. We started by believing leaders were largely born and not made. Then we went through a period where the emphasis was not so much on observable traits but on a leader's behavior and skills. What mattered was task accomplishment and a high concern for people. The next shift In leadership theory and practice was one toward follower motivation. The emphasis fell on defining goals,clarifying paths, and removing obstacles.

ROBERT K. GREENLEAF

In 1970 Robert Greenleaf published an essay entitled, "The Servant as Leader." The breeding ground for Greenleaf's thinking was his reading of a fictional work entitled, *Journey to the East* by Hermann Hesse and Greenleaf's work at AT&T. Greenleaf firmly believed that the primary role of a leader was to ensure that other people's highest priority needs were being served. Servant leaders were to place the interests of their followers above their own. Greenleaf became the modern father of servant leadership.



SERVANT LEADERSHIP TODAY

Today, one can find an abundance of material to better understand and practice servant leadership. It has become common parlance in the for-profit and not-for-profit world. And yet research reveals that the expressions and experiences of what is called servant leadership can vary greatly. Being a servant leader requires a level of understanding, a proper orientation and practice, and intentionality.

ANCIENT HISTORY

Leadership is not a modern concept. Leadership as influence has been around from the dawn of time. But one counter-cultural model surely stands out.



1ST CENTURY AD

Most models of leadership from the ancient world were comprised of one strong man at the top. These representations were very hierarchal in nature and top down in their expression. To lead meant to manipulate, control, and coerce others to do your bidding. Leadership was primarily measured by people conquered and geography occupied.

A RADICAL MODEL

Jesus of Nazareth lived under the oppression of Roman rule during the 1st century AD. Yet, he proclaimed and presented a very different model of leadership. He stated, ". . . whoever would be great among you must be your servant, and whoever would be first among you must be your slave, even the Son of Man came not to be served but to serve, and to give his life as a ransom for many." This was counter-cultural leadership that reshaped the world.



YESTERDAY & TODAY

Every person has inherent dignity and deeply desires to know that they belong. Belonging carries the desires of feeling truly known, truly accepted, and truly believing that they can make a meaningful contribution toward making a difference. Not every model of leadership can deliver on these core desires. Servant leadership at a foundational level takes aim at fulfilling these desires.

THE ANATOMY OF SERVANT LEADERSHIP



WHAT IT IS NOT

- It Is not an abdication of your leadership role or responsibility
- It Is not about ceding the role of providing clear vision, direction or goals
- It Is not about maintaining power and control
- It Is not about using employees to as a means to maximizing efficiency and effectiveness
- It Is not a "one-size-fits-all" approach to leadership
- It Is not being blind to social and emotional dynamics

WHAT IT IS

- **Listening**-intently to what Is being said and unsaid
- **Self-Awareness**-for better understanding issues of ethics, power, and values
- **Stewardship**-for holding in trust what belongs to another
- **Commitment to the Growth of People**-knowing people have intrinsic value beyond their contribution
- **Building Community**-seek to make the large Institution smaller through robust connection
- **Persuasion as Authority**-move from positional authority to relational or granted authority

*Traits, Larry C. Spears, Regent University



WHAT IT REQUIRES

- Increasing self-awareness & growing emotional intelligence to know how you are being received
- Slow starting your day so that you include daily reflection
- Absolute clarity around what matters-the vision, direction, and values of the organization
- The ability to give away power while holding on to responsibility
- A strong bent toward encouragement, knowing your people are the hero of the story