

# Creating a Servant Leadership Culture



Presented by Dr. Mike Mowery

# Servant Leadership

- ▶ The term was coined by Robert K. Greenleaf in “The Servant as Leader,” an essay that he first published in 1970.
- ▶ Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations, and ultimately creates a more just and caring world.



“ The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

”

—Robert Greenleaf



# 10 Principles of Servant Leadership

- ▶ Listening
- ▶ Empathy
- ▶ Healing
- ▶ Awareness
- ▶ Persuasion
- ▶ Conceptualization
- ▶ Foresight
- ▶ Stewardship
- ▶ Commitment
- ▶ Building Community

# Stewardship

- ▶ Robert Greenleaf's view of all institutions was one in which CEOs, staff, directors, and trustees all play significant roles in holding their institutions in trust for the greater good of society.





# Awareness

- ▶ Awareness, especially self-awareness, strengthens the servant-leader.
- ▶ Committing to fostering awareness can be difficult—you never know what you will discover! As Greenleaf observed, "Awareness is not a giver of solace - it's just the opposite. It disturbs. They are not seekers of solace. They have their own inner security."



Requires Emotional Intelligence

Self-Management



Self-Awareness



Motivation



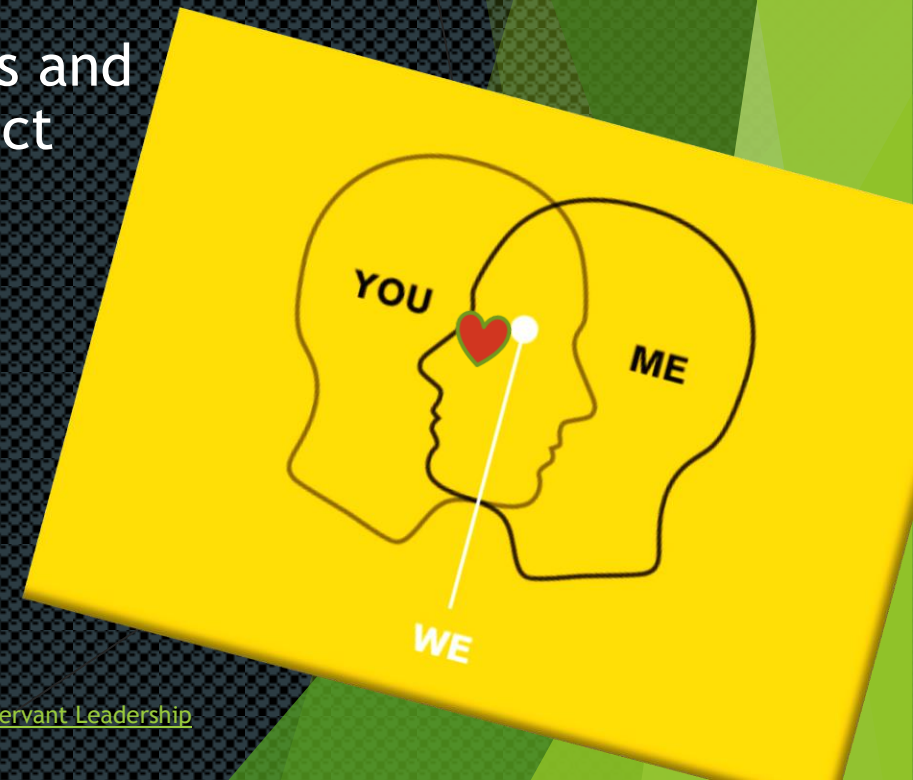
# Levels of Listening

- ▶ Level -1: Unaware
- ▶ Level 0: Avoiding
- ▶ Level 1: “No! You are...”
- ▶ Level 2: “You shouldn’t feel that way.”
- ▶ Level 3: “Let me tell you...”
- ▶ Level 4: “Tell me more.”
- ▶ Level 5: “What I hear you saying is...”



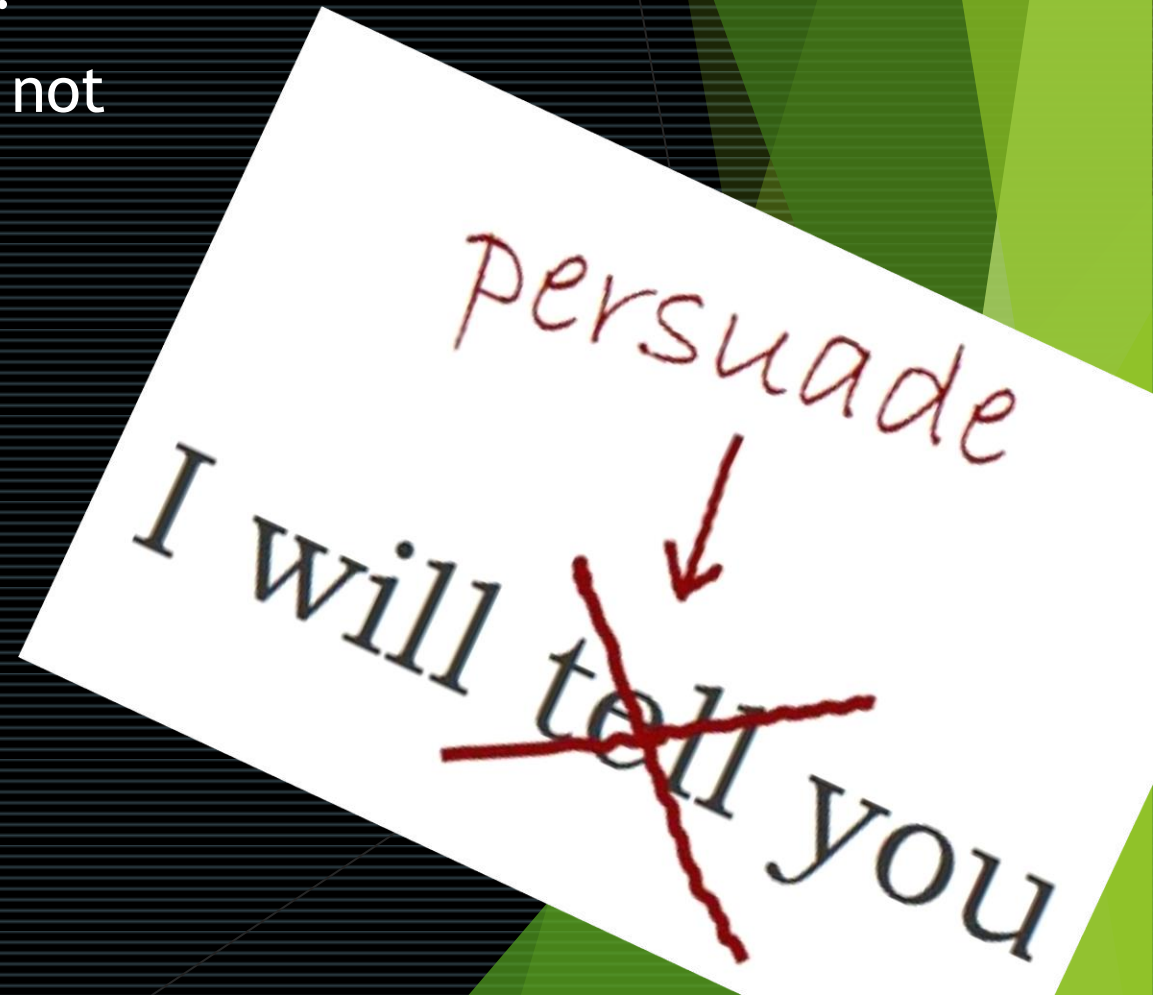
# Empathy

- ▶ Servant-leaders strive to understand and empathize with others and understand peoples' needs to be accepted and recognized for their uniqueness.
- ▶ Servant-leaders seek first to understand, then to be understood.
- ▶ Servant-leaders assume the good intentions of co-workers and do not reject them as people, even when forced to correct their behavior.



# Persuasion

- ▶ When making decisions, servant-leaders rely on persuasion instead of positional authority.
- ▶ Servant-leaders want to convince others, not coerce them..
- ▶ The servant-leader can effectively build consensus within groups.



# Servant Leaders Lead with Persuasion not Coercion

## Servant Leaders

- ▶ I need to change
- ▶ I make a difference
- ▶ Allowed challenges
- ▶ Power of relationship
- ▶ I am a key to their success

## Coercive Leaders

- ▶ Others need to change
- ▶ I am powerless
- ▶ Punished challenges
- ▶ Power of position
- ▶ They are a barrier to my success

# Commitment

- ▶ Servant-leaders believe that people have intrinsic value beyond tangible contributions as workers.
- ▶ Servant-leaders are deeply committed to personal, professional, and spiritual growth for each individual within the organization.



# Conceptualization

- ▶ Servant-leaders strive to nurture their abilities to "dream great dreams."
- ▶ To look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities.

**“Dream Great Dreams”**



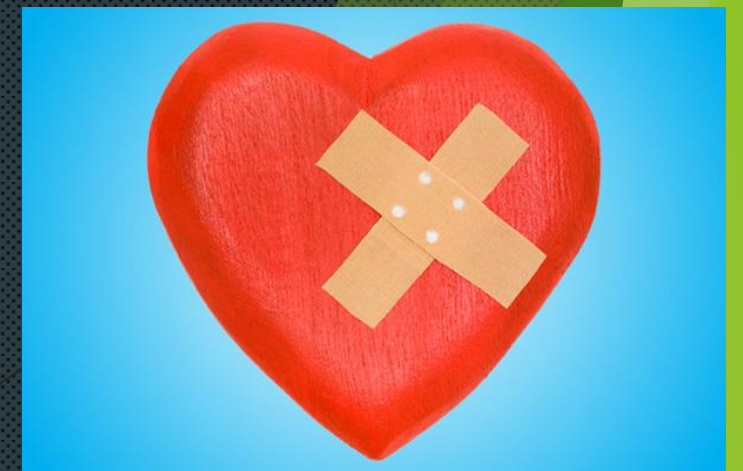
# Building Community

A group of gingerbread men standing together, symbolizing community. The gingerbread men are arranged in a line, with some in the foreground and others in the background, creating a sense of depth. The background is a soft, out-of-focus light color, possibly a wall or a window. The overall tone is warm and inviting.

- ▶ Servant-leaders are aware that the shift from local communities to large institutions as the main shaper of human lives has changed our perceptions and has caused us to feel a sense of loss.
- ▶ Servant-leaders strive to identify a means for building community among those who work within a given institution.

# Healing

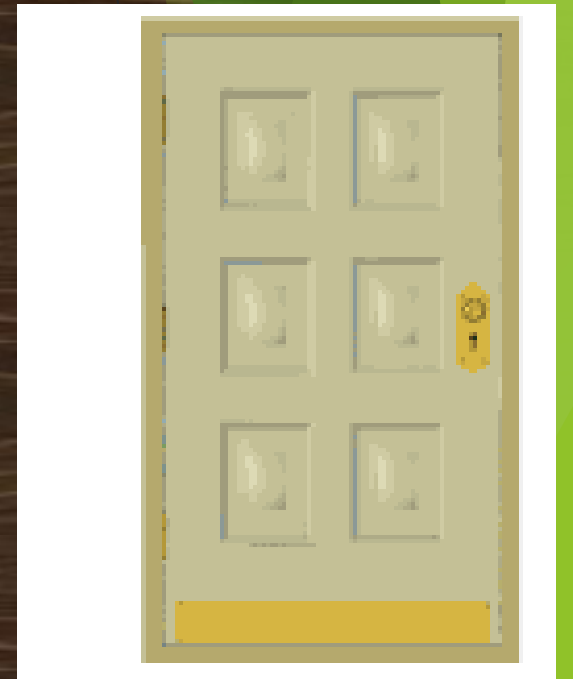
- ▶ Servant-leaders understand that learning to heal is a powerful force for transformation.
- ▶ One of the great strengths of servant-leadership is the potential for healing others and one's self.
- ▶ In "The Servant as Leader", Greenleaf writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have."





# What You Can Do as a Leader

- ▶ Instill the Culture You Want from the Top Down.
- ▶ Walk the Talk 24/7.
- ▶ Build and Maintain Healthy Boundaries.



# Strategic Government Resources:

Partners with local governments to **R**ecruit, **A**ssess,  
and **D**evelop **I**nnovative, **C**ollaborative, **A**uthentic  
Leaders.

[www.GovernmentResource.com](http://www.GovernmentResource.com)



# Resources

- ▶ GREENLEAF, ROBERT. "Ten Principles of Servant Leadership."  
<http://www.butler.edu/volunteer/resources/principles-of-servant-leadership/> (accessed January 13, 2015).
- ▶ LIDEN, ROBERT C.1, bobliden@uic.edu, et al. "SERVANT LEADERSHIP AND SERVING CULTURE: INFLUENCE ON INDIVIDUAL AND UNIT PERFORMANCE." Academy Of Management Journal 57, no. 5 (October 2014): 1434-1452. Business Abstracts with Full Text (H.W. Wilson), EBSCOhost (accessed January 13, 2015).
- ▶ BAGGERLY-HINOJOSA, BARBARA. "Healing...a leadership characteristic." Examiner. <http://www.examiner.com/article/healing-a-leadership-characteristic> (accessed January 13, 2015).