Servant-Leadership

An Introduction to the Power of Leadership Through Service
About This Presentation

There have been many great texts authored on the subject of Servant-Leadership. Herein, I attempted to compile the insights of some of these experts, extract the most relevant material for this audience and present it all in a thorough, yet efficient manner. I do this for the sole purpose of servant-leadership education, in the hopes of expanding the adoption of true authority and leadership.

Where examples are provided, all data is generic and not representative of any particular organization. Please feel free to reuse this presentation, but maintain the references to assure the original authors receive appropriate credit. I would also appreciate a note (via www.lichtenwalner.net/contact) so I know the information was useful and may learn something from your feedback.

Thank you,

- Benjamin Lichtenwalner
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Introduction
About Ben

A quick background on this guy Benjamin Lichtenwalner (Lick-ten-wäl-nur)

Education
Penn State University  BS Management Science & Information Systems (Go Nittany Lions!)
Lehigh University  MBA Concentrated in Corporate Entrepreneurship (Go Mountain Hawks!)
Hard Knocks  Lessons through Experience

Experience: Organizations
NPO:  Scaled IT for 100% Growth in 18 Months
INC 500:  ERP Supporting Highest Growth Phase
Fortune 500:  E-Business Division Start-up

Experience: Positions
Support Analyst, Programming Roles, Technical Lead (Software Design / Architecture),
Project Manager Roles, Vice President of Technology (CIO responsibilities).

Personal
Married with a young son
Reading (The Good Book, Business and Trade Publications)
Motorcycle Rider, Hiker and Occasional Paintballer
Why Servant-Leadership?
Why I am so interested in and passionate about Servant-Leadership

Experience With Servant-Led Organizations
• One organization supported Servant-Leadership
• One organization indifferent to Servant-Leadership
• One organization opposed Servant-Leadership
• Very different results

Personal Practice
• Thought it was soft and “touchy-feely”
• Learned it was the most difficult, most rewarding challenge
• Did it right myself, did it wrong myself
• Been through the pain, trying to spare others

Adoption
• Recognition and support is rapidly growing
• Gap of awareness and understanding remains in Technology Management
• Seeking to close this gap
Validating Audience
Time to separate the adults from the children…

If You Seek:
• Personal Fame and Fortune
• Ego-stroking
• Management style(book)-of-the-month
• Leadership shortcuts
• Quick, easy fix

This is not for you. Let’s not waste each other’s time.

But If You Seek:
• Best way to serve your organization
• Optimal leadership for your organization
• Source of authentic leadership
• Greatest challenge of your career
• Most rewarding effort of your career
• Sustainable results
• Humble, relentless and committed leadership

Then welcome to the club. Let’s begin.
Background

Defining Servant-Leadership and a brief overview of it's history…
Origins
The concept of servant-leadership is thousands of years old.

600 B.C. Lao Tzu:
The greatest leader forgets himself and attends to the development of others.

375 B.C. Chanakya’s Arthashastra:
The [leader] shall consider as good, not what pleases himself but what pleases his subjects.

First Century A.D., Jesus of Nazareth:
But the greatest among you shall be your servant (Matthew 23:11); The one who is the greatest among you must become like the youngest, and the leader like the servant. (Luke 22:26)

1970’s Robert K. Greenleaf:
The servant-leader is servant first… It begins with the natural feeling that one wants to serve, to serve first.
Robert K. Greenleaf

Largely considered the father of modern Servant-Leadership

Career:
- 38 Years at AT&T, largely in management training and development
- 25 Years consulting on Servant Leadership thereafter
- Coined the term Servant-Leader in 1970’s
- Founded Center for Applied Ethics (now Greenleaf Center for Servant-Leadership)

Inspiration:
- Hermann Hesse’s short novel Journey to the East in 1960’s
  - Account of a mythical journey by a group of people on a spiritual quest
- True leadership stems first from a desire to serve

Essays:
- The Servant as Leader (1970)
- The Institution as Servant (1972)
- Trustees as Servants (1972)
Post-Greenleaf

Following Greenleaf, a wealth of Servant-Leadership experts emerged.

**Larry Spears:**
- President / CEO of Greenleaf center for 25 years
- Author of hundreds of publications on Servant-Leadership
- Founded the Spears Center

**James Autry:**
- President of magazine group for Meredith Corporation
- Author of 8 Books
- Focus on implementation

**James C. Hunter:**
- 25 Years in Servant-Leadership
- 2 of the most popular books on Servant-Leadership
- Consulted many of the world’s most admired companies

**Others:** Ken Blanchard, Stephen Covey, Peter M. Senge, Jim Collins….

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Definitions of Servant:
- one who serves, or does services, voluntarily or on compulsion; a person who is employed by another for menial offices, or for other labor, and is subject to his command; a person who labors or exerts himself for the benefit of another, his master or employer; a subordinate helper...
- a person in the service of another.
- one who expresses submission, recognizance, or debt to another:
- a person working in the service of another...
- in a subordinate position...
- a person who is hired to work for another...

Definitions of Service:
- An act of assistance or benefit; a favor
- an act of helpful activity; help; aid.
- work done by one person or group that benefits another
- The performance of work or duties for a superior or as a servant
- be of service, to be helpful or useful
Leadership

Definitions of Leader:

• a person or thing that *leads*.
• a *guiding* or *directing* head, as of an army, movement, or political group.
• One that *leads* or *guides*.
• One who is *in charge* or *in command* of others.
• One who heads a political party or organization.
• One who has *influence* or *power*, especially of a political nature.
• a person who *rules* or *guides* or *inspires others*
• a person who is *in front* or *goes first*
• a person who is the *head of, organizes* or is *in charge* (of something)
• The *head* …of any body… as of a tribe, clan, or family; a person in *authority* who *directs* the work of others…
Greenleaf’s Definition

Adapted from “The Servant as Leader”:
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 best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"
Characteristics
Adapted from Larry Spears
Ten Characteristics

Spears extracted 10 characteristics from Greenleaf’s work

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the Growth of People
- Building Community

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Characteristic Breakout

Breaking out Spears’ characteristics into 3 dimensions…

SERVANT-LEADER

Servant
- Listening
- Empathy
- Healing

Leader
- Stewardship
- Commitment to People
- Building Community
- Awareness
- Persuasion
- Conceptualization
- Foresight

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Characteristic Breakout
Breaking out Spears’ characteristics into 3 dimensions…
Servant Characteristics
Focusing on serving others through these characteristics…

Listening
• Active, not just passive
• 360°, top to bottom
• Listen completely before deciding

Empathy
• Separate person from their work
• Walk a mile in their shoes
• Personable with appropriate individuals

Healing
• Help your staff become whole
• Consider their history
• Build a future together
Characteristic Breakout

Breaking out Spears’ characteristics into 3 dimensions

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Servant-Leader
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Leader Characteristics
Focusing on Leading others through these characteristics

Awareness
• Self & Organization
• “Sharply awake and reasonably disturbed” (Greenleaf)

Persuasion
• Opposite of positional authority
• Convince and build consensus – quickly

Conceptualization
• B.H.A.G. but S.M.A.R.T.
• Make time for strategy

Foresight
• Consequences of present decisions on future outcomes
Characteristic Breakout
Breaking out Spears characteristics into 3 dimensions

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Combined Characteristics

Characteristics emerging from the combined Servant & Leader dimensions

Stewardship
• Entrusted with resources of others
• Return on investments

Commitment to the Growth of People
• “Green and growing or ripe and dying” (Hunter)
• Not just your favorites

Building Community
• Effectiveness
• Camaraderie
Characteristic Breakout
Breaking out Spears characteristics into 3 dimensions

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Awareness
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Paradoxes
Servant-Leadership, itself a paradox, requires a constant balance…

<table>
<thead>
<tr>
<th>Paradoxes</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great</td>
<td>Be Without Pride</td>
</tr>
<tr>
<td>Planned</td>
<td>Be Spontaneous</td>
</tr>
<tr>
<td>Compassionate</td>
<td>Discipline</td>
</tr>
<tr>
<td>Right</td>
<td>Say, “I’m Wrong”</td>
</tr>
<tr>
<td>Serious</td>
<td>Admit You Don’t Know</td>
</tr>
<tr>
<td>Wise</td>
<td>Listen</td>
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<tr>
<td>Busy</td>
<td>Be Open To Change</td>
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<tr>
<td>Strong</td>
<td>Serve</td>
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<tr>
<td>Leading</td>
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</tr>
</tbody>
</table>

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Examples of Balance

Paradoxes are not easy to balance. Here are a few examples...

Great Enough to be Without Pride
• Team gets the credit, you get the blame

Compassionate Enough to Discipline
• Must not be soft – set high expectations and follow through

Right Enough to Say, “I’m Wrong”
• Leaders make mistakes too, admit you are human

Wise Enough to Admit You Don’t Know
• Find out quickly, but do not mislead

Busy Enough to Listen
• Beware the busy manager – they do not lead
Greatest Paradox
Just a few of the underlying paradoxes inherent in service and leadership…

**Leading Enough to Serve**
Focus on the Organization
Humble, no ego or pride
Emphasize the role of others in success
Accept responsibility in failures
Constantly seek opportunities for improvement
Roll up your sleeves
Stress what is best for the organization, not the few
360° Support
Listen to Stakeholders
No job too big, no job too small
Participate, listen and build consensus to lead, not manage
Far more…
In Practice

Translating the concepts into real-world practice
Organization Hierarchy
Changing the perspective on the structure...

Traditional

Commander
CEO
Management
CIO
CFO
Labor
Operations
Development
Accounting
Finance

“Primus Inter Pares”
(First Among Equals)

Flipped Pyramid

Shareholders
Management
Staff

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Team Performance
Aligning corporate HR practices with Servant-Leadership…

Job Description – Non Servant-Leader Approach
• Objective: Command and control
• Created once, revised only during turnover
• Written by hiring manager each time

Job Description – Servant-Leader Approach
• Objective: mutual understanding
• Dynamic, reviewed annually
• Initial draft by employee

Performance Standards – Servant-Leader Approach
• To meet my performance objectives this quarter, I must…
• Employee initiates, manager reviews
• Servant-Leader must ensure staff does not take on too much
Developing SL Muscles

Honing servant-leadership skills requires tracking progress and feedback...

James C. Hunter Recommends the “Three F’s” to Support Your Servant-Leadership Development, Including:

Step 1: Foundation
• Training, research, mentoring – understanding what is expected

Step 2: Feedback
• 360° Feedback on Servant-Leadership Gaps
• Paired with measurable action plans to close gaps

Step 3: Friction
• Require S.M.A.R.T. objectives
• Answer to a panel or advisor on performance against objectives

For more on Hunter’s approach and services: http://www.jameshunter.com
Examples

Servant-Leadership practitioners
Organizations
Some of the most well respected companies practice Servant-Leadership...

- Fortune’s 100 Best Companies to Work For: 1/3 of Top 35
- 10 of America’s Most Admired Companies
Individuals
Some examples of historic Servant-Leaders…

Mahatma Gandhi

Jesus of Nazareth

Martin Luther King, Jr.

Mother Theresa

Some examples of historic Servant-Leaders:
- Martin Luther King, Jr.
- Mother Theresa
- Mahatma Gandhi
- Jesus of Nazareth
†

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Some examples of modern Servant-Leaders...

Herb Kelleher  Howard Behar  Sam Walton  Nelson Mandela

Jimmy Carter  The Dalai Lama  Countless Unknown
More Information

Suggestions for further reading.
Websites

- Compilation: www.lichtenwalner.net/servantleader
- Greenleaf Center: www.greenleaf.org
- Spears Center: www.spearscenter.org

Books

- Servant Leader (Greenleaf, 1977)
- The Servant (Hunter, 1998)
- The Servant Leader (Autry, 2001)
- Practicing Servant Leadership (Spears & Lawrence, 2004)
- World’s Most Powerful Leadership Principle (Hunter, 2004)
Thank You!
Questions, Concerns, Feedback?

http://www.lichtenwalner.net/contact


