



JOHN MOLSON  
SCHOOL OF BUSINESS

Executive Centre

# Servant Leadership

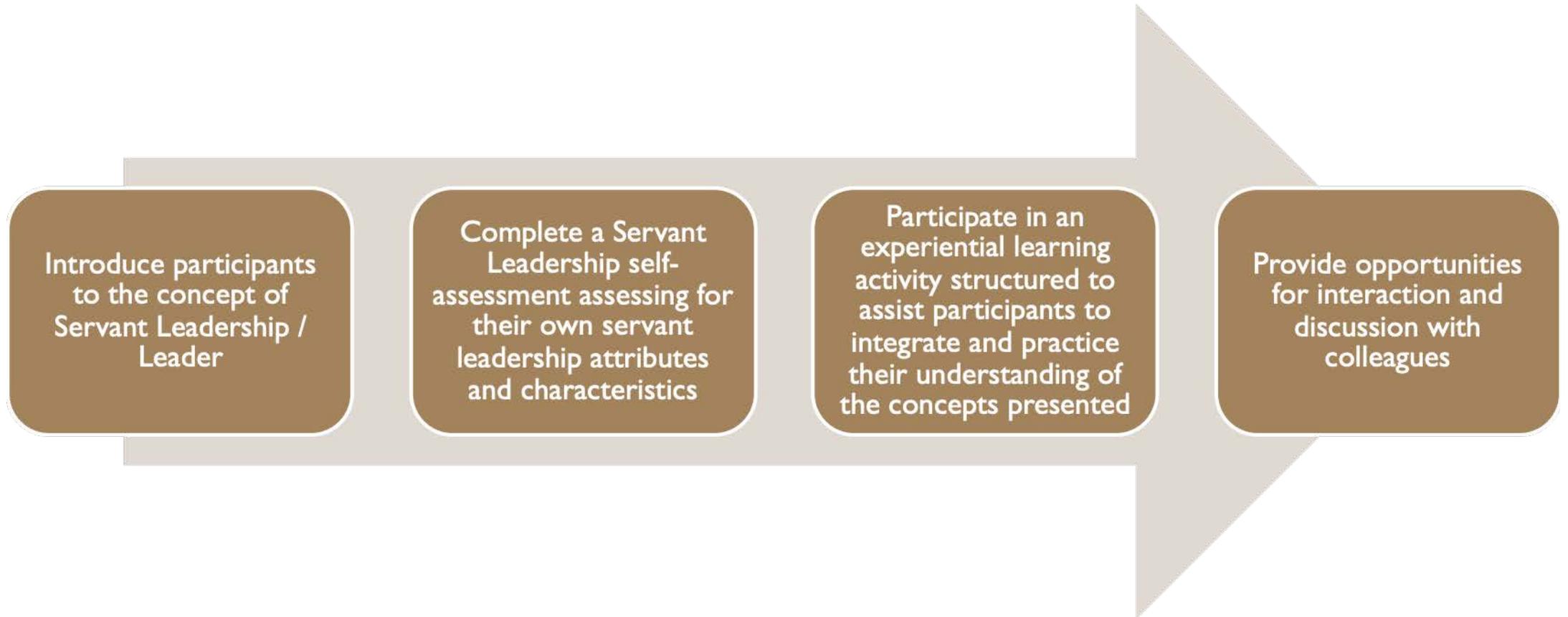
Diane Fulton  
Part-time Faculty  
Applied Human Sciences

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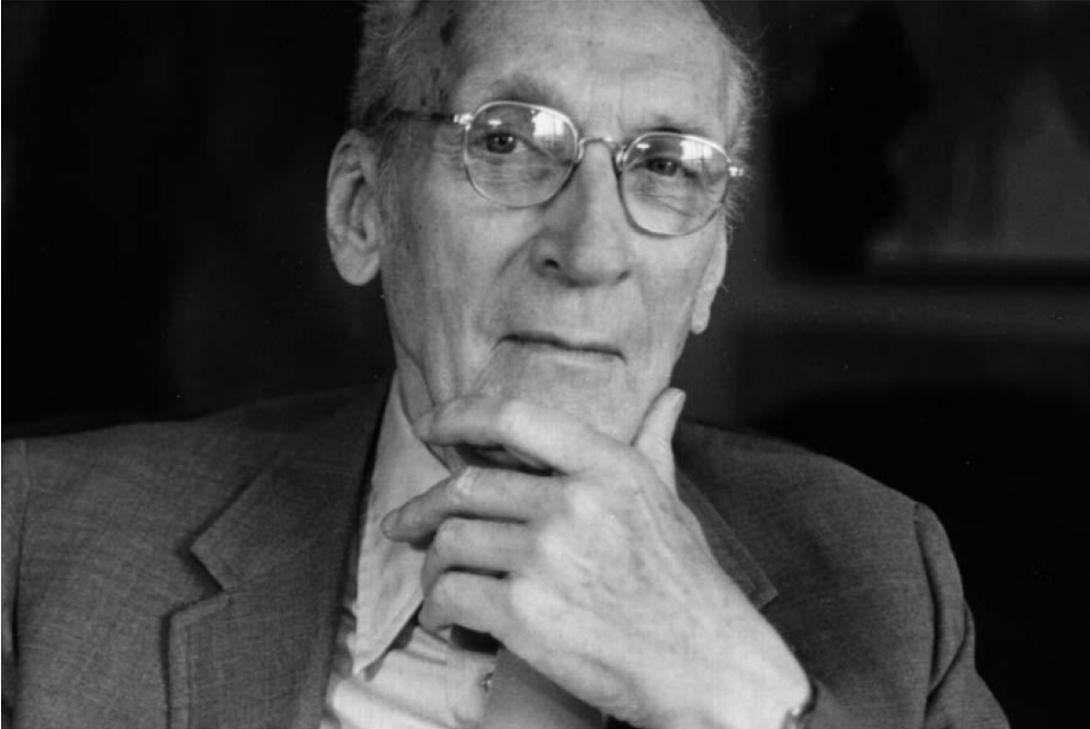
# AGENDA

- Introduction:
  - Diane Fulton
  - Learning Goals
  - Servant Leadership
- Activity: Part 1: Servant Leadership Self Assessment
- Overview: What is Servant Leadership:
  - Definition
  - Central Tenets
  - 10 Principles
  - Comparison Traditional Leadership and Servant Leadership
  - Support and Criticism
  - Global Context
- Activity: Part 2: Case Study
- Activity: Debrief and Discussion
- Questions
- Thank you!

# LEARNING GOALS



# SERVANT LEADERSHIP



“ Good leaders  
must first become  
*good servants.*” ’

—Robert Greenleaf, 1904

# GROUP ACTIVITY

## PART I SERVANT LEADERSHIP SELF ASSESSMENT



# SERVANT LEADERSHIP OVERVIEW

## Servant Leadership: The Leadership Theory of Robert K. Greenleaf

Servant-leadership, first proposed by Robert K. Greenleaf in 1970, is a theoretical framework that advocates a leader's primary motivation and role as service to others.

The very notion of a servant as leader, or "servant-leadership" as it has come to be known, is purposefully oxymoronic and arresting in nature. The theory's originator, Robert K. Greenleaf, intentionally sought a descriptor that would give people pause for thought, and challenge any long-standing assumptions that might be held about the relationship between leaders and followers in an organization. By combining two seemingly contradictory terms, Greenleaf asks us to reconsider the very nature of leadership. Although aware of the negative historical connotations associated with the word 'servant', he felt it a necessary choice to turn established conceptions about the organizational pyramid on their head, and jump-start insight into a new view of leadership. This concern for linguistic impact is further evidenced by the Greenleaf's titling of his seminal essay as "*The Servant as Leader*", and not the inverse, "*The Leader as Servant*".

# SERVANT LEADERSHIP DEFINITION

Larry Spears, Executive Director of the Robert K. Greenleaf Center for Servant-Leadership, succinctly defines servant-leadership as:

*“...A new kind of leadership model – a model which puts serving others as the number one priority. Servant-leadership emphasizes **increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision-making** (1996, p. 33).”*

# SERVANT LEADERSHIP CENTRAL TENETS



Service to  
Others



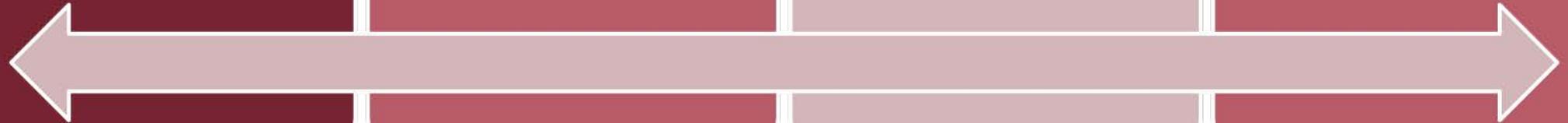
Holistic  
Approach to  
Work



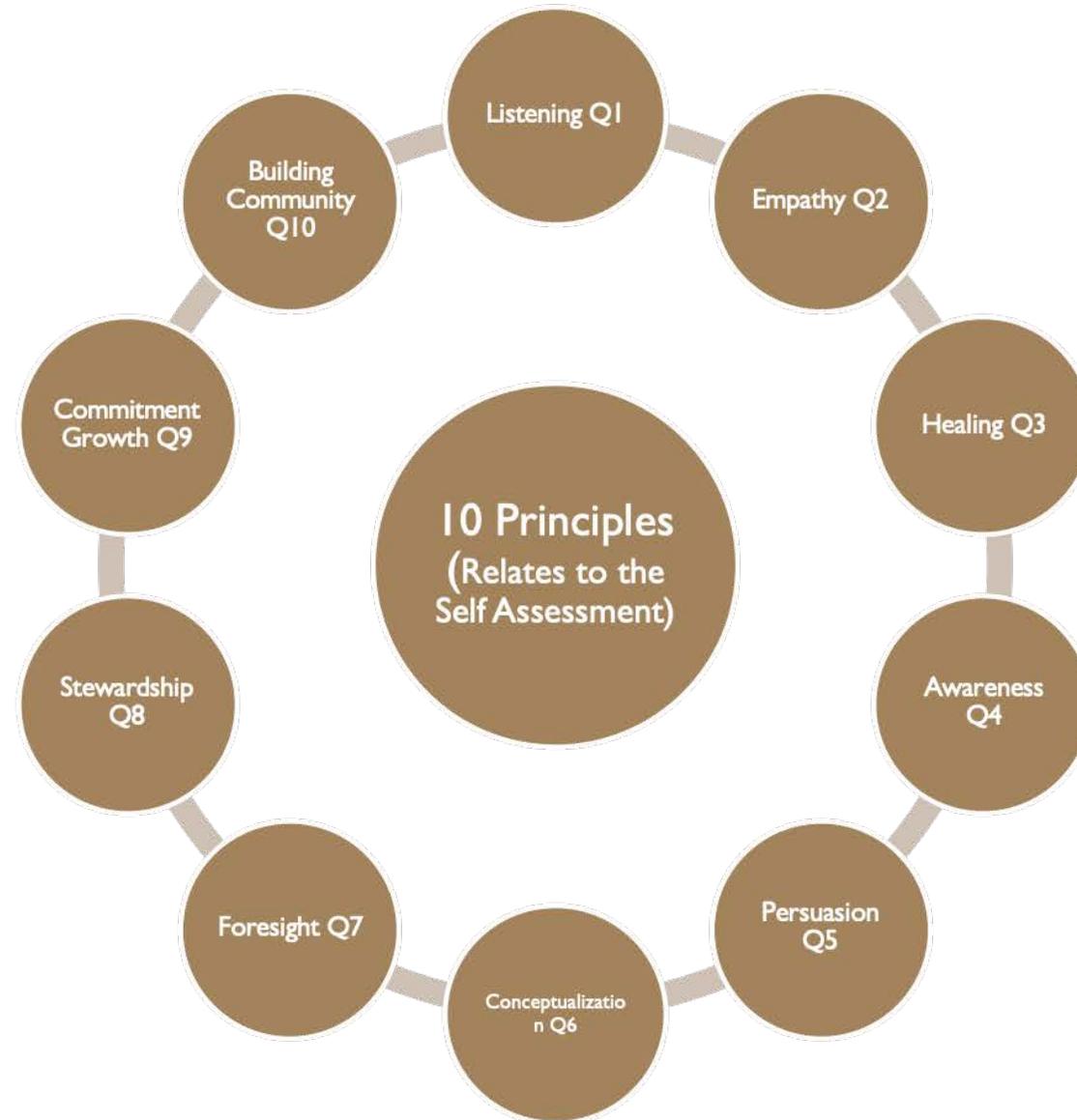
Promoting a  
Sense of  
Community



Sharing of  
Power in  
Decision  
Making



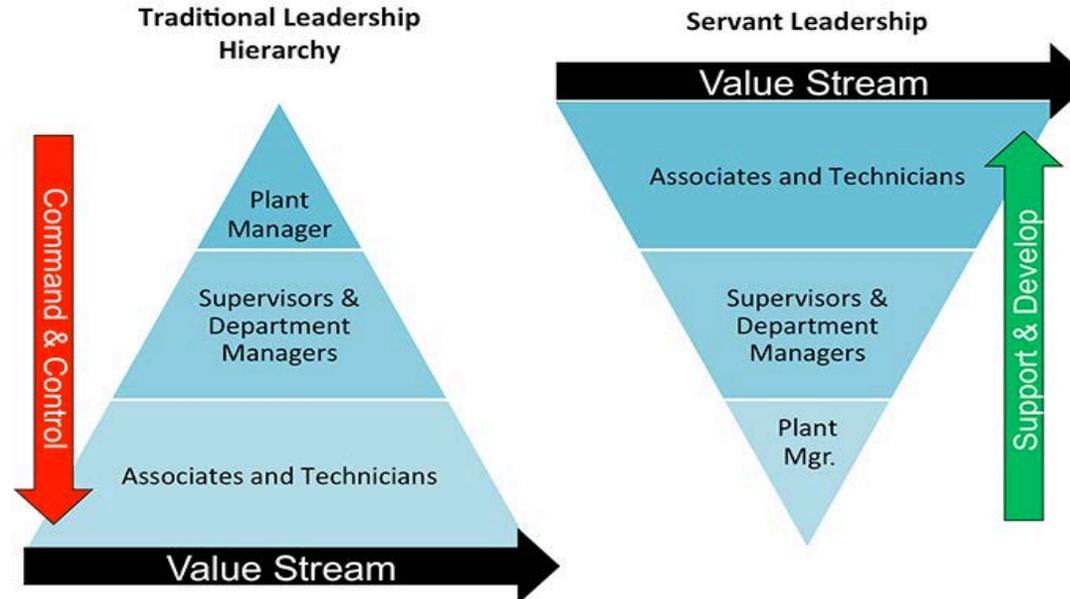
# SERVANT LEADERSHIP 10 PRINCIPLES



# SERVANT LEADERSHIP

## TRADITIONAL LEADERSHIP / SERVANT LEADERSHIP

Figure 1. Servant Leadership: The servant leader seeks to ensure enterprise success by maximizing the capability of those who operate the value stream, empowering and holding them accountable to make the work decisions in the moments that matter the most.



Adapted from: <http://www.flowchainsensei.wordpress.com>

# SERVANT LEADERSHIP SUPPORT AND CRITICISM



**SUPPORT**

Avoids power traps by building consensus, follower empowerment and a sense of egalitarianism in the workplace.

Emphasis on a “holistic” approach to the individual worker, one that addresses his or her spiritual as well as economic needs.

With its emphasis on employee empowerment, teamwork and flatter organizational structures is seen as an ideal fit for today’s smaller more flexible units.

Decisions are based on collectivity, encourages empathy, promotes growth, participation is key.

Remains grounded in philosophical theory, and lacks empirical substantiation.

Accuses the theory of perpetuating gender bias and “a theology of leadership that upholds patriarchal norms”.

Researchers question the practicality and applicability of the theory to real-world scenarios.

Challenge whether the collectivist aspirations are compatible with today’s emphasis on individual effort and performance.



**CRITICISM**

# SERVANT LEADERSHIP GLOBAL CONTEXT

JACINDA ARDERN QUOTES

“Everything I've ever thought about doing has been, in some sense, about helping people.”



Jacinda Ardern, Prime Minister, New Zealand



“Together we rise.” Autumn Peltier, is a 15-year-old, indigenous, clean water activist. She’s a member of the Wikwemikong First Nation in northern Ontario. In 2017 she received a nomination for the Children’s International Peace Prize.



“Kindness can only be repaid with kindness. It can’t be repaid with expressions like ‘thank you’.” Malala Yousafzai, youngest recipient of the Nobel Peace Prize.

# SERVANT LEADERSHIP GLOBAL CONTEXT



A sign of a good leader  
is not how many followers  
you have, but  
how many leaders  
you create.

*Mahatma Gandhi*



"Life's most persistent and  
urgent **question** is,  
What are you doing for  
others?"

*- Martin Luther King Jr.*



"Do not worry  
about why problems  
exist in the world –  
just respond to  
people's needs."

*Mother Teresa*



People will forget what you said,  
people will forget what you did,  
but people will never forget how  
you made them feel

# GROUP ACTIVITY

## PART 2 SERVANT LEADERSHIP CASE STUDY

### GROUP ACTIVITY: PART 2

You will be assigned randomly into groups

Click on the link in chat to access the case study

Under the leadership of the Servant Leader, working together you must decide on how you will use each other's resources to determine how to safely open up your local school

You will now refer to your Servant Leadership self-assessment survey scores

On each team, the person with the highest score will play the Regional Director, employing a servant type of leadership style, use a coin toss to break a tie

As the Servant Leader please use the 10 principles of the Servant Leader to lead your group

Your group must consider the resources, needs and probable issues of the other characters

Use the worksheet provided to record your recommendations

# GROUP ACTIVITY DEBRIEF AND DISCUSSION

How was your experience as the Servant Leader?



If you were the Servant Leader were you aware of using any of the 10 Principles?

- Which attributes were you aware of, can you name them?
- 

If you were not the designated Servant Leader, were you aware of using any of the 10 Principles?

- Which attributes were you aware of, can you name them?
- 

What did you learn about the Servant Leadership Style?

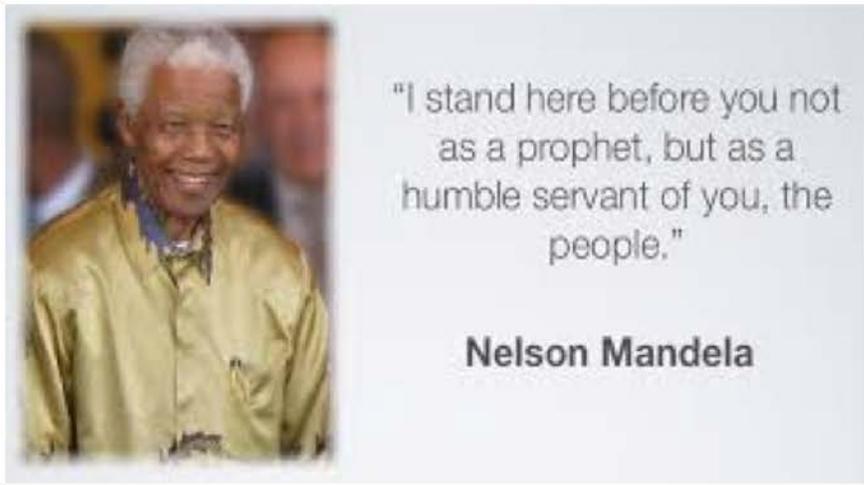


Can you see yourself using the Servant Leadership Style in your world?

# QUESTIONS?

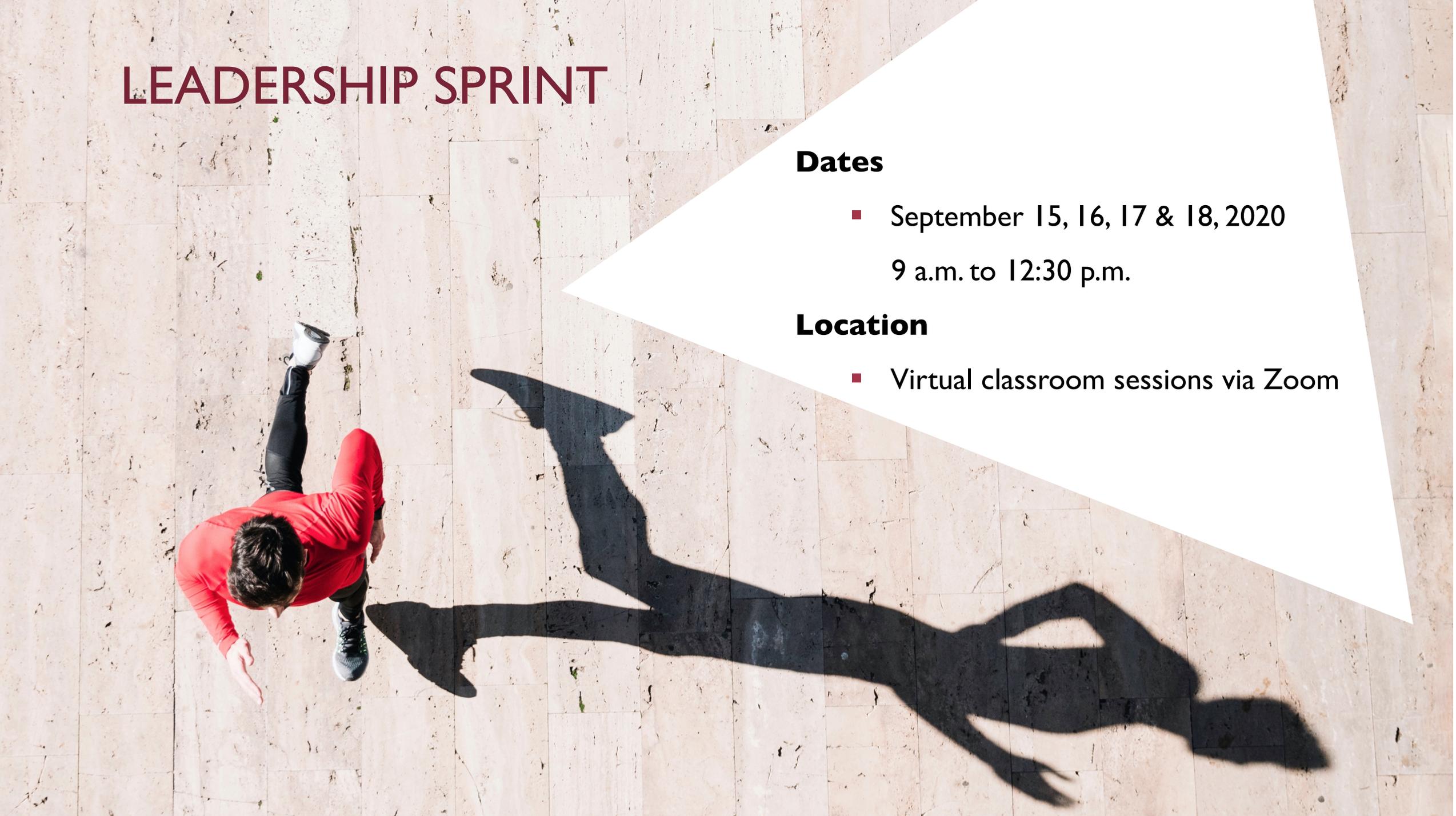


# THANK YOU!



*"A leader is like a shepherd...he stays behind his flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind." – Nelson Mandela*

# LEADERSHIP SPRINT



## **Dates**

- September 15, 16, 17 & 18, 2020  
9 a.m. to 12:30 p.m.

## **Location**

- Virtual classroom sessions via Zoom

# REFERENCES

- Greenleaf, R.K. (1991). *The servant as leader*. Indianapolis, IN: The Robert K. Greenleaf Center. [Originally published in 1970, by Robert K. Greenleaf].
- Greenleaf, R.K. (1996). *On becoming a servant-leader*. San Francisco: Jossey-Bass Publishers.
- Spears, L. (1996). Reflections on Robert K. Greenleaf and servant-leadership. *Leadership & Organization Development Journal*, 17(7), 33-35.
- Spears, L.C., and Lawrence, M. (eds.). (2004). *Practicing servant-leadership: succeeding through trust, bravery and forgiveness*. San Francisco: Jossey-Bass.



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