Servant Leadership

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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

- Introduce participants to the concept of Servant Leadership / Leader
- Complete a Servant Leadership self-assessment assessing for their own servant leadership attributes and characteristics
- Participate in an experiential learning activity structured to assist participants to integrate and practice their understanding of the concepts presented
- Provide opportunities for interaction and discussion with colleagues
Good leaders must first become good servants.

—Robert Greenleaf, 1904
GROUP ACTIVITY
PART I SERVANT LEADERSHIP SELF ASSESSMENT

The purpose of the self assessment is to measure your Servant Leadership Attributes.
Click on the link in chat and complete the self assessment.
Total your score and keep your score accessible for a later activity.
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”.
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

- Listening Q1
- Empathy Q2
- Healing Q3
- Awareness Q4
- Persuasion Q5
- Conceptualization Q6
- Foresight Q7
- Stewardship Q8
- Commitment Growth Q9
- Building Community Q10

10 Principles (Relates to the Self Assessment)
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
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.
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.

Malala Yousafzai, youngest recipient of the Nobel Peace Prize.

"Kindness can only be repaid with kindness. It can’t be repaid with expressions like ‘thank you’."
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!

“I stand here before you not as a prophet, but as a humble servant of you, the people.”

Nelson Mandela

“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

JOIN THE CONVERSATION

LinkedIn: @John Molson Executive Centre
Facebook: @John Molson Executive Centre

CONCORDIA.CA/JMEC