Theory of Servant Leadership in the Workplace

1. **Purpose of a Business**
   1. **Two purposes**
      1. Provide goods and services in order for society to flourish.
      2. Provide a work environment in order for the employees to fully use their God-given talents and skills.
   2. **Love and Relationships**
      1. Both purposes of business has an outward focus
      2. Many stakeholders (society)
      3. Employees – How does a leader provide this type of work environment?
         1. Love – a leader’s genuine care for his or her employees.
         2. Relationship – two way street; not just leader says, follower does
2. **Definition of Servant Leadership**
   1. **First – What is Leadership?**
      1. Leadership – a process whereby an individual influences a group of individuals to achieve a common goal.
      2. Leaders are not born good leaders – people are made into good leaders and need someone to help them grow and develop
   2. **Paradox**
      1. How can someone be both a leader and a servant at the same time?
         1. Leaders lead and servants serve
         2. Doesn’t seem to make sense – counter to common sense
   3. **Behavior** 
      1. Focuses on leadership from leader’s behavior, not his or her traits.
      2. Leaders put followers first – support them
         1. Are attentive to follower’s needs
         2. Empathize with followers
         3. Nurture them
         4. Empower them
         5. Help them develop to their full capacity
      3. Leaders place the good of their followers before their own self-interest
         1. It is ALL about LOVE.
         2. Without love, servant leadership cannot exist.
   4. **Outcome**
      1. Followers become:
         1. Healthier, wiser, freer, more autonomous
         2. Followers will be more likely to become servants too
3. **History**
   1. **Greenleaf (1970s)**
      1. Robert Greenleaf – seminal work in 1970s
      2. Based on Hesse’s 1956 novel *The Journey to the East*
         1. Novel – about a servant who does menial chores for a group of travelers; also sustains them and has extraordinary impact on them; when he disappears from the group, they fall into disarray and disband. It was the servant who was actually leading the group through his selfless care.
   2. **Christian Perspective** 
      1. **Jesus Christ**
         1. Recognized as a leader for over 2000 years
         2. By his own words, Jesus came to serve
            1. Matthew 20:28 and Mark 10:45
            2. Mathew 12:18
      2. **Disciples** (followers)
         1. 1 John 2:6
         2. Servant leadership is not an option, it’s a mandate
4. **Natural?**
   1. **Steps**
      1. Yes – anyone can learn to be a servant leader
      2. First desire must be to serve (think “provide”)
         1. Serving should be a natural desire
         2. Goes hand-in-hand with purposes of a business
         3. Leader must want to serve (provide) employees with proper work environment
      3. Then leader will make a conscious decision to lead
   2. **Difference** 
      1. A servant’s first obligation is to ensure others’ needs are met.
      2. Built completely on a climate of mutual trust and respect
5. **Ten Characteristics of a Servant Leader**
   1. **Listening**
      1. **Leaders listen first**
         1. Acknowledges the viewpoints of the followers
         2. Be receptive to what followers have to say
      2. **Hearing is passive. Listening is active.**
         1. We can think four times faster than we can speak. Our minds wander when people talk.
      3. **Levels of listening**
         1. Ignoring
         2. Pretending
         3. Selective
         4. Attentive
         5. Empathic
   2. **Empathy**
      1. **Takes the empathic level of listening to the heart**
         1. Leader “walks in the followers” shoes
            1. Example: Walk a Mile in Her Shoes
      2. **Leader demonstrates a genuine care for followers**
         1. Leader truly shows he understands what followers are feeling/thinking
      3. **Leading is about taking care of your followers**
         1. Shepherding the flock
   3. **Healing**
      1. **Professions that Specialize in Healing**
         1. Medicine
         2. Pastoring
         3. Counseling
         4. Nonprofits
         5. Healing is not Limited to Those Professions
      2. **Healing is making someone whole**
         1. Leaders helps followers overcome personal problems
      3. **Questions and Potential Issues**
         1. Is this going too far?
         2. How does this help the organization?
         3. Where does leader get the training?
         4. Legal ramifications?
      4. **Personal Problems = Barriers, and Barriers = Lower Productivity** 
         1. Leader may not always have the solution
         2. Leader can help followers find the solution to their problems
      5. **Win – Win** 
         1. Solve personal problems = a potential for increased productivity
   4. **Awareness**
      1. **Leaders’ ability to see themselves and their perspectives in the greater context of the situation.**
   5. **Persuasion**
      1. **Gentleness approach to convince followers to accept change**
         1. Opposite of coercion which uses authoritative position
   6. **Conceptualization**
      1. **Visionary leadership**
         1. Focus on the big picture
         2. Provide a creative directive for the organization
   7. **Foresight**
      1. **Leaders’ ability to predict the future**
         1. Is this realistic?
         2. Leaders must be held accountable for failures they could have reasonably anticipated
   8. **Stewardship**
      1. **Leaders are ultimately responsible for the organization under their care**
      2. **Stewardship –to take care of what has been given to you**
         1. This includes being good stewards of the energy, time, and skills of the followers entrusted to a leader’s care
      3. **Biblical perspective – Gen. 1:26-28**
   9. **Commitment to the Growth of People**
      1. **Leadership is all about people**
         1. Leader should strive to help each follower grow professionally and personally
      2. **View each follower as unique and with intrinsic value**
         1. Biblical perspective
            1. Made in God’s image (Gen. 1:27)
            2. Love your neighbor as yourself (Matt. 22:39)
   10. **Building Community**
       1. **Agrees with purpose of a business**
       2. **Family**
          1. Allows followers to identify with something larger than themselves
          2. Creates unity through the sharing of values and ideas
6. **Servant Leadership Model**
   1. **Antecedent Conditions**
      1. **Context and Culture**
         1. What’s the norm in the organization?
            1. Does the culture already embrace caring or does it have a competitive feel?
            2. Does leader need to develop a new culture of trust and community?
         2. Depending on the current culture, servant leadership might be easy or it might be challenging to implement
      2. **Leader Attributes**
         1. Leaders’ traits will influence their ability to engage in servant leadership
      3. **Follower Receptivity**
         1. How will followers’ view servant leadership?
            1. Followers must be open to servant leadership
            2. BUT – Many may see it as micromanaging
            3. May not want leader to really get to know them or help them grow personally.
         2. If followers desire this type of leadership, performance increased
         3. If followers did not desire it, servant leadership was not effective ‘
   2. **Servant Leader Behaviors** 
      1. **Conceptualizing**
         1. Leader thoroughly understands organization’s purpose and mission
         2. Able to think through multifaceted problems
      2. **Emotional Healing**
         1. Leaders are sensitive to the well-being of their followers
         2. Leader is willing to “be there” for the followers to support them
      3. **Putting Followers First**
         1. Paramount to a servant leader
            1. Leader treats followers fairly
            2. Leader is altruistic – a deep interest in helping others
         2. Demonstrating through words and actions that followers concerns are a priority – ahead of the leader’s own concerns
      4. **Helping Followers Grow and Succeed**
         1. Leader assists followers to reach their full human potential
         2. Leader mentors the followers
            1. Gives advice and feedback
            2. Leader is not judgmental
      5. **Behaving Ethically**
         1. Ethics are never compromised in order to achieve success
         2. Leader will always act with honesty and integrity
      6. **Empowering** 
         1. Leaders must trust their followers
         2. Leaders must make every attempt to share their power so followers can become autonomous
         3. Leader gives followers the freedom to make decisions on their own
            1. Leader must step out of the way and remove any barriers to followers’ productivity
         4. Leader must build followers’ confidence in their ability to think on their own.
      7. **Creating Value for the Community** 
         1. First purpose of a business – society flourishing
         2. Also – leader and followers volunteering and intentionally giving back to the community

* 1. **Outcomes**
     1. **Follower Performance and Growth** 
        1. For the followers – greater self-actualization
        2. Followers are more effective in their job performance
        3. Followers become servant-leaders themselves (a ripple effect in the organization)
     2. **Organizational Performance**
        1. Initial research shows a positive influence on organizational performance
           1. More research is needed here to confirm
        2. Enhanced team performance
           1. Increases followers’ belief in their ability to contribute to goals
     3. **Societal Impact**
        1. Likely has a positive impact on society overall

1. **How Do You Begin to Lead Like a Servant Leader?**

* Leader must be committed and effort must be intentional
  1. **Heart**
     1. **Leadership is a matter of the heart**
        1. Question your motivation for leading
           1. Are you a self-serving leader or a serving leader?
           2. Leading to benefit others or just to benefit yourself?
           3. If leading is about you – this becomes a huge barrier
     2. **Behavior can’t change until the heart changes**
        1. The heart contains the will, determination, and soul
        2. A changed heart means a changed leader
     3. **A servant leader is leading with love** 
        1. A self-serving leader leads with pride and fear
     4. **Requires great humility from the leader**
        1. Leader needs to look in the mirror for responsibility for failure, but look out the window to find the reason for success.
  2. **Head**
     1. **What are your theories of leadership?**
        1. How do you see your relationship with those you lead?
           1. Are they just another asset or a unique individual?
     2. **Goals**
        1. Establish 3 to 5 goals
        2. Make goals measurable and observable
     3. **Vision**
        1. Should extend beyond a leader’s season of leadership
        2. Fruit of great leadership is to establish the next generation of leaders
  3. **Hands**
     1. **Leader must put his beliefs into action**
        1. If you have a servant’s heart, will help others reach their potential
        2. Feedback, praise, redirect inappropriate behaviors
     2. **Servant leaders are not threatened by others success**
        1. Celebrate others’ success rather than fear it.
  4. **Habits**
     1. **Constantly replenish your own energy and refocus your perspective**
        + 1. Perspective must be one of LOVE
          2. Speak the truth to either

Move someone forward

Set them free

* + 1. **Put the theory into action constantly until it becomes the new norm.**
       1. There must be a transformation of the leader until the concept of serving and leading and intertwined as one and the same.
    2. **Encourage followers**
       1. Catch them doing something right
       2. Cheer followers onward
       3. Give them hope

1. **Turning the Ship Around – an Example** 
   1. **Background on David Marquet**
      1. Author, retired captain of USS Santa Fe (nuclear powered submarine)
      2. Interviewed him for research paper
      3. From worse submarine in fleet to award winning under Marquet’s Leadership
   2. **Marquet’s definition of servant leadership**
      1. “The leader’s ability to embed his genius in the followers and practices of the organization, and decouple it from the leader’s personality.”
      2. Instead of empower, Marquet “emancipated” his crew to become their own leaders rather than having them depend on him.
      3. Goal of a servant leader – to create independent, thinking people who feel valued, and in turn, contribute fully.
      4. If a leader want to be successful, he should work toward the success of his followers.
   3. **Challenges according to Captain Marquet**
      1. Giving up control feels uncomfortable and scary
      2. This is not less leadership; just less instructions
      3. Stop telling people what to do – leaders don’t have all the answers
2. **Music by Request – an Example** 
   1. **Background on company** 
      1. **36 years, my DJ company**
   2. **Servant Leader Behaviors** 
      1. **Conceptualizing**
         1. Leader thoroughly understands organization’s purpose and mission
         2. Easy one for me since I created the company
      2. **Emotional Healing**
         1. Leaders are sensitive to the well-being of their followers
            1. Treat them like family
         2. Leader is willing to “be there” for the followers to support them
            1. Always – during sickness, family deaths, good times like birthdays and anniversaries,
      3. **Putting Followers First**
         1. Paramount to a servant leader
            1. Leader treats followers fairly
            2. Leader is altruistic – a deep interest in helping others
         2. Demonstrating through words and actions that followers concerns are a priority – ahead of the leader’s own concerns
            1. Loans without interest when needed
            2. Never making them do an event they don’t want to
            3. Supporting them before the client
      4. **Helping Followers Grow and Succeed**
         1. Leader assists followers to reach their full human potential
            1. Through client surveys
            2. Additional training
            3. Help followers buy their own equipment and start their own company
         2. Leader mentors the followers
            1. Gives advice and feedback
            2. Leader is not judgmental regardless of client’s comments
      5. **Behaving Ethically**
         1. Ethics are never compromised in order to achieve success
         2. Leader will always act with honesty and integrity
      6. **Empowering** 
         1. Leaders must trust their followers
         2. Leaders must make every attempt to share their power so followers can become autonomous
         3. Leader gives followers the freedom to make decisions on their own
            1. Completely up to the DJ how to “WOW” the client
         4. Leader must build followers’ confidence in their ability to think on their own.
      7. **Creating Value for the Community** 
         1. First purpose of a business – society flourishing
            1. Whether a wedding or a company party – mission is to create an unparalleled experience
3. **Conclusion**
   1. **Servant leadership**
      1. **A different form of leadership based on loving your followers by providing care and support.**
   2. **Organizational outcomes?**
      1. **Removing barriers = increased productivity**
      2. **Increased trust = better teamwork**
      3. **Encouragement = more confidence of followers to think on their own**
      4. **Creating future leaders**