“Leadership does matter. The more you can instill in your future corporate leaders the idea that there is a responsibility to the community, the workers, the larger society—that has to have dividends at some point down the road.”

-- Rebecca Blank, Chancellor
University of Wisconsin-Madison

Servant leadership

Leadership & Management Development Conference

November 5, 2015

Robert Toomey, Ed.D.
Program Director – Leadership, Management & Workplace Skills
Outline

- What is leadership
- Management & leadership
- Views of leadership
- Servant leadership – what is it?
- Short fun quiz
- Servant leadership successes & research
- Who has influenced you?
- Your challenge
- Your questions
To go first, to find a way, and to show the way for others, so that they may go too.
The Evolution of End Zone Dancing
Evolution of leadership (p. 1)

Just a few leadership theories:

- Gods, goddesses
- Divine rights of kings & queens
- Lords & overseers
- Great Man
- Traits
- Revolutionaries
- Servant-leaders
- ?
Tension (p. 1)

- **Task — To-Do’s**
  
  “The work”

- **Relationships**
  
  “The people”

Either / or

BOTH / AND
Key: Organizations need both

MANAGE ("hand[le]")

LEAD ("go")

Resources
(programs, processes)

Relationships
(people)
Do we have a leadership crisis in the U.S. today?
69% Agree/strongly agree  29% Disagree/strongly disagree

Unless we get better leaders, the U.S. will decline.
70% Agree/strongly agree  26% Disagree/strongly disagree

Overall, leaders are effective and do a good job.
30% Agree/strongly agree  68% Disagree/strongly disagree

Respondents also rated their confidence in organizational sectors.
NLI Rankings, in order  (p. 3)

What do you observe?

How are most sectors doing?

1. Military - Above average
2. Medical – Above average
3. Nonprofit/Charity – Average
4. Local Govt – Below average (slight)
5. Religious – Below average
6. Supreme Court – Below average
7. Business – Below average
8. State Govt – Below average
9. Education – Below average
10. Executive Branch – Below average
11. News Media – Below average
12. Wall Street – Below average
13. Congress – Below average
81% of people in the same survey (NLI 2012) believe that our nation’s problems can be solved with effective leadership.

This is your current and future challenge.
servant leadership
Have you have heard of “servant leadership” before?
(show of hands)

What do you think of when you hear the phrase, “servant leadership”?
(whether you are familiar with it, or not)
"Traditional" leadership (p. 4)

- POWER
- CONTROL
- MONEY
- COERCION
- AUTHORITY
- STATUS
  - CLIMB the LADDER
  - WIN the RAT RACE
  - GET the CORNER OFFICE

**THEN**: “MY WAY or the HIGHWAY!”

This is **NOT** Servant Leadership

includes original 1970 essay (Ch. 1)
THE CONTEXT:
Social upheaval, challenging of institutions & leaders in 1960s

THE STORY:
Journey to the East
a short novel by Herman Hesse
Clue #1: *What Comes First?*

“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.”

(Greenleaf 1977/2002: p. 27, italics original)
“...that other people’s highest priority needs are being served. The best test, and most difficult to administer, is this: 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?”

(Greenleaf 1977, p. 27, italics original)
The research (Greenleaf Center summary) (p. 5)

- May lead to increase in “discretionary behaviors” that are not mandatory, such as: fairness and “good citizenship”
- Improved employee confidence and creativity
- More of a service culture with a helping attitude
- Higher job satisfaction and commitment
- Trust, safety and relationship-building in teams
- Better performance and higher productivity

Servant leadership works.
Just a few examples:

- Southwest Airlines
- Starbucks
- TD Industries
- Festival Foods
- WD40
Influence — others who’ve done this activity

caring, trust, humble, integrity, confident, balance, creative, strong, respectful, vision, example

courage, support, judgment, faith, determined, creative, passionate, patience, compassion, decisive, resilient, wisdom

confidence, strength, knowledge, creative, strong, determined, faith, judgment, trust, humble, integrity, confident, balance, creative, strong, respectful, vision

exploring, consistent, loyal, persistence, mentor, listener, joy, guidance, humor, love, encouraging, fair, professional, perseverance, values, challenge, sacrifice
## Characteristics of Servant Leaders

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to growth of others
- Building communities
For your reflection

How have YOU influenced others in your life?

How will you lead? (for influencing is also leading)

What words would people use to describe YOUR influence on their lives?
It’s not either/or

BOTH/AND
Prepare to be a leader – don’t stop learning
Serve first, then lead
How will you influence others?

Leadership is an ongoing journey. . .
THANK YOU

“Do what you can, where you are, with what you have.”
- Theodore Roosevelt

Best wishes as you serve and lead