



SERVANT LEADERSHIP

By:

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GREAT LEADERS

- Control?
- Strength?
- Example?



ROBERT K. GREENLEAF

- Born in 1904. Died 1990
- Quaker with a strong contemplative orientation
- Director of management at AT&T for over 38 years
- Best known for founding the modern Servant leadership theory



DEFINITION: SERVANT LEADERSHIP

- Defined by many people but always means the same thing
- Greenleaf organization: “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, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extremes. Between them there are shadings and blends that are part of the infinite variety of humans”



DEFINITION: SERVANT LEADERSHIP CONT'D

- LaTour: “servant leaders are those who put the needs, interests, and aspirations of others above their own; involve others in decision making, is strongly based in ethical and caring behavior, and it enhances the personal growth of workers while improving the caring and quality of organizational life.”



CHARACTERISTICS OF SERVANT LEADERSHIP

- Servant leaders have certain assets on which to become servant leaders.
- These assets are built upon ten characteristics.
- Listening, empathy, healing, awareness, persuasion, conceptualization, stewardship, commitment, and building community.



CHARACTERISTIC 1: LISTENING

- Listening- “a critical communication tool, necessary for accurate communication and for actively demonstrating respect for others” (Smith, 5)
- HIM managers need to be able to listen to what his/her employees have to say



CHARACTERISTIC 2: EMPATHY

- Empathy- “the ability to mentally project one’s own consciousness into that of another individual” (Smith, 5)
- HIM managers need to empathize with the employees in an attempt to understand what they are wanting or needing.



CHARACTERISTIC 3: HEALING

- Healing- “to make whole” (Smith, 5)
- The HIM manager needs to be able to make the entire department whole as this will help them to better understand the goings on in the department



CHARACTERISTIC 4: AWARENESS

- Awareness- “without awareness, we miss leadership opportunities” (Smith, 5)
- The HIM manager needs to make sure to be aware of what is going on in the department along with being aware of any sensitive issues that there may be



CHARACTERISTIC 5: PERSUASION

- Persuasion- “the effective servant-leader build group consensus through gentle but clear and persistent persuasion, and does not exert group compliance through the position of power (Smith, 5)
- HIM managers need to be able to persuade the department as a way to be able to make decisions and be an authority figure



CHARACTERISTIC 6: CONCEPTUALIZATION

- Conceptualization- “conceive solutions to problems that do not currently exist” (Smith, 6)
- HIM department managers need to plan for the future and have a visions or goal for what the future may hold.



CHARACTERISTIC 7: FORESIGHT

- Foresight- “prescience, or foresight, is a better than average guess about what is going to happen in the future” (Smith, 6)
- This characteristic builds off conceptualization
- HIM managers need to be able to see what could be a likely outcome for a situation that may have occurred before in the past, as well as anticipate the realities of the present and any unseen consequences of the future



CHARACTERISTIC 8: STEWARDSHIP

- Stewardship- “organizational stewards, or trustees are concerned not only for the individual followers within the group, but also the organization as a whole, and its impact on relationship with all society” (Smith, 6)
- The HIM managers need to hold the main goal of the department above their own personal goals



CHARACTERISTIC 9: COMMITMENT

- Commitment to the growth of people- “a demonstrated appreciation and encouragement of others” (Smith, 6)
- HIM managers need to dedicate ample time and energy to the overall well being of the employees in the department as well as any individuals they may serve.



CHARACTERISTIC 10: COMMUNITY BUILDING

- Community Building- “the rise of large institutions has eroded community, the social pact that reunites individuals in a society” (Smith, 6)
- The HIM managers need to be able to provide a work environment that is full of people that are diverse in nature, but all strive to fulfill the same goal.



SERVANT LEADERSHIP: ALIVE AND WELL

- Servant leadership- very relevant and important in today's work environment
- Used to keep employees involved in their jobs and the goal of the company
- The treatment of an employee by a manager can impact the lives of the employees, as well as the productivity and overall morale of these employees



INDUSTRIES

- There are several different kinds of industries that utilize servant-leadership.
- For profit businesses, such as Chick-Fil-A



INDUSTRIES CONT'D

- Not for profit organizations, like the Greenleaf Center for Servant Leadership, started in 1985 by Robert Greenleaf



- Government entities like the Air Force, Army, Marine Corps and Navy



INDUSTRIES CONT'D

- Universities such as Vanderbilt University
- Foundations such as the Evergreen Freedom Foundation



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PROS VS. CONS

Challenges/Criticism

- Secular and non-faith based groups may not be receptive
- Concepts are not well defined and difficult to measure
- Popularity exceeds any evidence to back up the theory
- It many or may not account for all aspects of leadership
- Unclear how the concept would work in a competitive or crisis like environment

Strengths

- It is compatible with the current values and faith-based areas in most people's lives
- Evidence of its success within important and well known organizations
- Some sought after and desirable aspects to this theory that are a nice change of pace in the postmodern environment in which we live
- Changes up most conceptions about leadership



FAMOUS LEADERS

- Quite a few famous people have adopted, embraced and practice servant leadership
- Martin Luther King, Jr. maybe one of the most famous.
- Considered “A True Servant Leader”
- Made the ultimate sacrifice for what he believed in
- Forever changed the world



FAMOUS LEADERS CONT'D

- Another great example is Abraham Lincoln
- His servant leadership very similar to Martin Luther King, Jr., just about 100 years earlier
- He spoke to people and taught them to see that the way things were, was not the way they should be and change was needed immediately
- Gave African Americans a new lease of life



FAMOUS LEADERS CONT'D

- Finally, Mother Teresa is an excellent example of a servant leader
- Highly respected leader for the Missionaries of Charity
- Best known for her incredible humility, courage, thoughtlessness and compassion for others that were less fortunate



COMPANIES USING SERVANT LEADERSHIP

- Some of the top companies in the U.S use Servant Leadership.
- Southwest Airlines, Men's Warehouse, American Family Life Insurance (AFLAC), Medtronic
- TDIndustries, Toro Company, REI, Wegman's, Herman Miller, Landry's Bicycles and Synovus



SERVANT LEADERSHIP IN THE HIM DEPARTMENT

- Servant leadership would apply to the health information department
- Managers need input from employees
- HIM department is essential in function of a hospital, physician' office, clinic or any other healthcare facility
- Employees in the work environments need a manager that will allow them to have ideas and express to a management staff that will listen and consider their input



SERVANT LEADERSHIP

- Servant Leadership- a leadership practice that is based on the belief that employees should be held as equals and they should have say into the organizations they work for
- There is criticism but there are also strengths
- Many well know industries use this theory as well many influential figures throughout history
- Everyone has the ability to become a servant leader.
- Always remember, servant leaders are leaders second and servants first!

