



SERVANT LEADERSHIP

a paradox



DEFINITION

- Servant leadership begins with the natural feeling that one wants to serve...to make sure other peoples highest priority needs are being met (Greenleaf 1970)

10 CHARACTERISTICS OF SERVANT LEADERS

- 1. Listening – Servant leaders listen first.
- 2. Empathy – Servant leaders see the world through the eyes of the other.
- 3. Heal – Servant leaders wish to make the injured healed.
- 4. Awareness – Servant leaders are aware of their physical social and political environments.
- 5. Persuasion- Servant leaders persuade by the use of gentle nonjudgmental argument to create change.
- 6. Conceptualization-Servant leaders visualize the big future.
- 7. Foresight- Servant leaders use the past and present to plan for the future.
- 8. Stewardship- Servant Leaders take responsibility.
- 9. Commitment to people- Servant leaders place a premium on the individual.
- 10. Building community – Servant leaders seek to create union or synergy.
- (Northouse, 2016)

MODEL OF SERVANT LEADERSHIP- ANTECEDENT CONDITIONS

- Context and Culture – Cultural norms influence the way servant leadership is able to be achieved. Ex. A hospital may be more conducive to servant leadership than a Wall street brokerage firm.
- Leader Attributes-The leaders traits and beliefs influence their individual interpretation of servant leadership. Ex. Some servant leaders are driven by a sense of a higher calling.
- Follower Receptivity- How receptive the followers are to servant leadership has the biggest impact on the viability of servant leadership.
- (Northouse, 2016)(Liden, Panaccio, Hu, and Mauser, 2014)

MODEL OF SERVANT LEADERSHIP- SERVANT LEADER BEHAVIORS

- 1. Conceptualization- The servant leaders ability by understanding the organization including it's purpose and mission to anticipate problems and plan for optimal responses to future issues.
- 2. Emotional Healing- The servant leader is sensitive to and concerned with the well being of others.
- 3. Putting Followers First- The servant leader puts the welfare of his followers before his own.
- 4. Helping Others Grow and Succeed- The servant leader by understanding the goals of his followers promotes the personal and professional development of the individual.
- (Northouse, 2016) (Liden, Panaccio, Hu, and Mauser, 2014)

MODEL OF SERVANT LEADERSHIP- SERVANT LEADER BEHAVIORS

- 5. Behaving Ethically - The servant leaders does the correct thing in the correct way and has a moral center.
- 6. Empowering - The servant leader allows followers the freedom to make decisions and be self sufficient.
- 7. Creating Values for the Community – By giving back to the community the servant leader creates values, purpose and goals for the community.
- (Northouse, 2016) (Liden, Panaccio, Hu, and Mauser, 2014)

MODEL OF SERVANT LEADERSHIP- OUTCOMES

- 1. Follower Performance and Growth - The servant leaders model focuses on the goal of maximizing the human potential of the follower. Increased self actualization by the follower is a predicted outcome.
- 2. Organizational Performance- The servant leader model increases team effectiveness by enhancing clarity of purpose.
- 3. Societal Impact- The servant leader model provides services for others increasing economic efficiency and reducing waste.
- (Northouse, 2016) (Liden, Panaccio, Hu, and Mauser, 2014)

SERVANT LEADERSHIP STRENGTHS AND WEAKNESS

- Strengths

- 1. Altruism is central tenant of Servant Leadership.
- 2. Reverse psychology concept of influence and power.
- 3. Servant Leadership Questionnaire to measure leaders SLQ attributes.
- (Northouse, 2016) (Liden, Panaccio, Hu, and Mauser, 2014)

- Weakness

- 1. Does not work in environment where followers are not open to being guided, supported or empowered.
- 2. The oxymoron quality of the “servant leadership” concept leads to confusion.
- 3. The altruistic basis of servant leadership leads some to believe it too utopic to be practical.

VIDEOS

- Covey, S. (2016) Trust and Servant Leadership. Retrieved From: <https://www.youtube.com/watch?v=Ww4NIWnK624>.
- Loy, J. (2014) Adm. James Loy on Leadership. Retrieved from: https://www.youtube.com/watch?v=y646bs4eo_4.
- Maxwell, W. (2016). 5 levels of leadership. Retrieved From: <https://www.youtube.com/watch?v=aPwXeg8ThWI>.
- Powell, C. (2016). The Essence of Leadership. Retrieved from: <https://www.youtube.com/watch?v=ocSw1m30UBI>.
- Reagan, R. (2015). Farewell Address 1/11/1989. Retrieved From: <https://www.youtube.com/watch?v=UKVsq2daR8Q>.
- Robbins, T. (2014). Great Leadership = Servant Leadership. Anthony Robbins. Retrieved from: <https://www.youtube.com/watch?v=-MOxMSAg5O0>

DISCUSSION BOARD QUESTIONS

- 1. Is servant leadership when you get beyond the utopian language any different than the other effective models? Leaders by definition must have followers and if enlightened self interest has any reality followers will only follow when it is in their best interest. Take for instance Donald Trump, charismatic yes. But he provides empowerment to those who work for him providing a brand that they take pride in. What are your thoughts?
- 2. Is it possible for someone to be selfless or a true servant leader. A story when Abe Lincoln was going by train to a speech he had the engineer stop the train. A mother pig was trying to save her piglets from drowning Lincoln got completely muddy trying to save the pigs. He later told an attendant that he did nothing but ease his conscious it had nothing to do with kindness?

DISCUSSION BOARD QUESTIONS

- 3. The attributes included in this chapter under Servant Leadership are many. What do you think would be the main traits in a selfless leader?
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READING LIST

- Paterson, K. Russell, R. & Stone. G. (2013) Transformational Versus Servant Leadership : A Difference in Leader Focus. *The Leadership and Organizational Development Journal*. Emerald Group Publishing. 25, 4, 249-361 Retrieved from: http://www.foundationyear.com/myfy/_Upload/subjects/3/articles/Leadership/Transformational%20versus%20Servant%20Leadership.pdf

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- Liden, R. Panaccio, A., Hu, J. & Meuser J. (2014) Servant Leadership: Antecedents, Consequences, and Contextual moderators. *The Oxford Handbook of Leadership and Organizations*. Oxford University Press. Oxford. U.K.
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