

The role of Boards

- Boards typically represent the community or the larger society
- Boards are trustees for the common good
- Boards set the context for the expertise of those operating an organization
- Public school boards assure public policy input into important decisions affecting their schools

The desire to serve

- Servant leadership begins with the desire to serve
- Universal recognition of the importance of serving others (pp. 2-3)
- Serving others is not just something you do— *it is what life is about*

Definition of the servant-leader

- Robert Greenleaf's definition (p. 9)
- Jim Collins, *Good to Great: a Level 5 Leader*
- Peter Drucker: The effective executive

Related concepts (pp. 11-12)

- Stewardship—Block
- Co-Leaders—Heenan and Bennis
- Transforming leadership—
James McGregor Burns

Power Model vs. Service Model (pp. 19-30)

- The power model of leadership
- The service model of leadership
- Comparing the two models
- Different focus, different motivation

Examples of servant leaders

- Famous servant leaders
- Grundtvig—Father of Danish Folk High Schools
- Band director Jim Uyeda
- Fictional servant leaders
(pp.16-18)

Exercise:

Servant-Leaders in My Life

- Think of a servant leader you know from history, literature, or daily life
- Tell somebody next to you about the servant leader you chose

Being and Doing

- Servant leadership is not just about the personal characteristics of servant-leaders—it is also about what servant leaders *do*.
- There are seven key practices that are common among servant-leaders



Key Practices of Servant-Leaders

- *Self-Awareness*
- Listening
- Changing the pyramid
- Developing your colleagues
- Coaching, not controlling
- Unleashing the energy and intelligence of others
- Foresight

Self-Awareness

- Knowing one's own strengths and weaknesses
- Realizing the impact of one's words and deeds
- Understanding the need for reflection



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Listening

- Key to understanding how to meet the needs of others—the way to link up and be relevant
- There are many ways to listen
- Servant-leaders don't begin with the answer but with questions

Listening (cont)

- The present system is built on the needs of administrators (factory model)
- Can shift to meeting the needs of students:
 - Base schedules and curriculum and pedagogy on how and when students learn best
 - Prepare students for the non-academic lives they will lead
 - Include students in the real life of the community



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Changing the Pyramid

- In the traditional pyramid, the workforce is focused on the boss, not those being served
- Blanchard: Servant-leader articulates a vision, then inverts the pyramid to implement vision
- Dr. Steven Sample: work for those who work for you!
- A pyramid is lonely at the top: the principal or superintendent needs a team



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Developing Your Colleagues

- Greenleaf's business ethic: the work exists for the person as much as the person exists for the work (p. 44)
- TDIndustries Mission Statement
- Peter Drucker's story about the president who developed managers
- Los Angeles Superintendent Stu Gothold: involve and develop the team (p. 45)



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Coaching, not Controlling

- The traditional focus on “control”
- Servant leaders coach and mentor
- Jamie Showkeir: Compliance is not commitment

Coaching not controlling (cont)

- James Autry: list of six things he believes about leadership (pp. 46-47)
- Chester Barnard: authority rests in the hands of the receiver of the signal
- Meg Wheatley: Organizations are not machines but dynamic living systems in which relationships count



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Unleashing the energy and intelligence of others

- Empowerment: allowing people to use their energy and intelligence
- Schools: allowing principals and teachers to be professionals



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Foresight

- Greenleaf said foresight is the central ethic of leadership, the “lead” that the leader has
- Not predicting specific events, but the underlying trends, issues, opportunities
- Arie de Geus: example of forecasting when the rivers will swell and flood the valleys
- What trends will affect our students, teachers, principals, and schools in the coming years?

Exercise: Foresight

- When you think of your schools, what encourages you about the future?
- When you think of your schools, what worries you the most about the future?
- What can you do to support what encourages you and change what worries you?
- Share your answers with a person near you

The importance of meaning in the life of a servant leader

- Material results, spiritual returns
- Spiritual returns = meaning
- Meaning is an intrinsic motivator
- Meaning is good for mental health
- Meaning is a key to deep happiness

Sources of meaning in life

- Surveys of 3,000 people
- Four universal sources of meaning
- Two core sources of meaning
- One simple source of meaning

Eight sources of meaning at work

- Impact of your organization
- Your mission within your organization
- Your contribution
- Helping your colleagues

Eight sources of meaning (cont)

- Pitching in to get the work done
- Doing what's right
- Doing your best
- Being ambitious for your organization

Success < Meaning

- Servant leadership is counter-cultural.
- The symbols of success are not enough.
- Servant leadership is not about self-denial or self-sacrifice. It is about *self-fulfillment*.
- Servant leadership takes courage.

The Paradoxical Commandments

- Even when the world is going badly, we can still find personal meaning and deep happiness
- “Personal declaration of independence”
- “No excuses” policy

Exercise:

The Servant-Leader in You

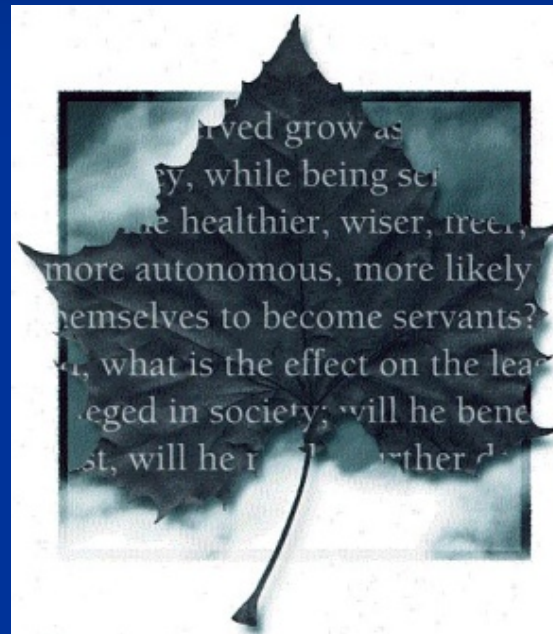
- What do you find most interesting or compelling about servant leadership?
- What do you think is personally rewarding about servant leadership?
- What do you think are the barriers to being a servant-leader?



Summary...

- Servant leadership is ethical, practical, and meaningful
- Serving others is not just something you do-- *it's what life is about.*
- Be a servant leader and look back on a life filled with meaning

Thank you!



The Greenleaf Center for Servant Leadership