

Chapter 1 : Fortune's Best Companies to Work For With Servant Leadership - Modern Servant Leader

Values are the pillars that uphold the entire structure of servant leadership. Your core values define who you are as a company and who you are as a leader. Core values are the DNA that makes your organization tick. Honesty, truth, compassion and acceptance are some of the intrinsic core values shared by servant leaders everywhere.

Ready to take the next step? Request information to learn more about this program and receive your free career guide. Last time we talked about servant leadership and established a few things. The first is that servant leaders are driven by a particular set of principles, values, and beliefs Walker, In particular, they are driven by the beliefs that they are in their roles for the benefit and support of those people that they are charged to lead. Most importantly, we have identified that servant leadership is not so much about what leaders do, but why they do it. As we recognize and process these points, the discussion often turns to the question of who were some examples of servant leaders? Abraham Lincoln is one example of a servant leader. In particular, many scholars look to his preservation of the Union during this conflict and the freeing of the Southern slaves. Why do these particular actions qualify as servant leadership? Rather than taking the easy road, however, Lincoln chose the harder road because it would be more beneficial to the people he was serving in the long run, even if they did not realize it at the time. A more modern example of a servant leader is Dr. Martin Luther King Perry, King certainly did not choose the easy road when he assumed a leadership role in the Civil Rights Movement and chose to champion the non-violent approach. He knew that approach would be more difficult, but he also knew it would ultimately be more beneficial to those he was trying to serve. Even more servant-like was Dr. In other words, he cared more about how he helped others than about any recognition he could ever receive. After all, the original servant leader of Jesus Christ sacrificed himself. While not all servant leaders have to die in the process of their leadership activities to quality as such, they do typically sacrifice their own goals and advantage for the benefit of those they serve. For example Albert Schweitzer was a late 19th and early 20th century German physician who could have had a very easy and profitable life for himself. Instead he focused most of his skills and energies on helping others. Mother Teresa was world famous for her service to the people of India, although she actively shunned most of the praise for her efforts. She even went so far as to refuse the usual banquet when she was awarded the Nobel Peace Prize, and asked that that the money that would be spent on it be donated to the poor. Both Mother Teresa and Dr. Schweitzer lived to ripe old ages. So are these four people the only servant leaders out there? The simple answer to that question is absolutely not. There are countless others. Most of them, however, are people you have never heard of, and that is how they like it. Relationship of Servant Leadership and Employee Loyalty: The Mediating Role of Employee Satisfaction. I-Business, 4 3 , Lincoln as a servant leader [http:](http://) Martin Luther King, Jr: A true servant leader. Its Origin, Development, and Application in Organizations. A new call to stewardship and servant leadership. Nonprofit World, 21 4 , 2. Related Benedictine Programs Learn more about the Master of Science in Management and Organizational Behavior program which focuses on addressing the human side of business including leadership strategies and skills. To learn how an online degree from Benedictine can help you hone your leadership skills talk to a Program Manager today. About the Author Jimmy Brown, Ph.

Chapter 2 : Servant Leadership in Action

Servant Leadership From a Christian Perspective: In the Real World (Essay Sample) Instructions: Summarize your leadership practicum in relation to the seven distinct characteristics outlined in the textbook.

Approaches that pay attention to detail, combine risk with caution, display value, lead from the front, and empower allows leaders to step into and master any situation. In his book *Lessons on Leadership: The 7 Fundamental Management Skills for Leaders at All Levels* he elucidates many instances where the leadership he exerted during specific situations made all the difference. Stahl delegated the project without adequate oversights, and Ivester asked for an early draft, Stahl found the draft more incomplete than he had expected. Ivester worked with Stahl late into the night as the project had a definite and irreversible deadline. Stahl focused on deriving key metrics from his information systems, yet remaining alert to details. Of all the investment bankers, only Barclays could make the best out of the opportunity and become a global giant. Credit for seizing the moment and applying the right situational leadership goes to Bob Diamond. A tough, competitive, and uncompromising professional, Bob Diamond believed in making his own luck rather than depend on government funds or other forms of support. He combined aggression with caution and took calculated risks. Adopting such an approach, leader James Parker converted crises into opportunities many times. The September 11, tragedy led to an unprecedented situation of forcing all airlines to shut down for days, and stranding passengers, flight attendants and pilots with their planes across the country. While other airlines sat and waited, Southwest employees took the passengers bowling or to the movies to pass the time. Southwest handled the crisis much better than any other airline. How Jim Lentz, the CEO of Toyota handled a potentially disastrous situation ranks as a sure inclusion in the list of top real world leadership scenarios. Toyota had to recall 2. Outrage ran high and the company faced lawsuits galore. Jim Lenz, instead of ducking from the glare and letting the PR team handle a hopelessly lost cause appeared on Digg Dialog, a popular web community known for its hostility to corporate businesses. Consumers, past employees, activists and others submitted thousands of questions about the recall, and Lentz answered as many as possible in the given time. Gates believed in the power of innovation, and empowered his subordinates to innovate in products, process, markets, or any other area. He positioned the company as a platform for people to build on their strengths. Early on, understanding the power of empowerment, Gates established an effective system that placed the right information at the right hands, allowing people to understand what was going on, and make plans accordingly. He also created a digital landscape that connected people, process, and technology, making sharing ideas and work seamless and easy. These innovations allowed the company to respond to the changing markets effectively. Gates sums up the basis of his leadership style in his own words: The result, although Apple Macintosh had a head start over Microsoft Windows, Windows is today a household product still the industry standard, whereas Apple Macintosh has faded into obsolescence. It is only the recent diversification to the yet to be unchallenged i-Phone and associated products that provides Apple the success it enjoys today. The major longer-term successes enjoyed by Coca Cola, Barclays, Southwest, Toyota, and Microsoft, compared to the perhaps limited success of Apple highlights the effectiveness of positive approaches to deal with various situations. Retrieved June 24,

Chapter 3 : I'm Not Naive, We're Just Cowards - Modern Servant Leader

*In his book *The Servant Leader*, Ken Blanchard—the much-revered management expert—threw light upon the attributes that make up servant leadership. In brief, servant leaders practise the following maxims: be compassionate, see the bigger picture, and nurture others.*

Books , Guest Blogger , Leadership Servant leaders put others ahead of themselves and are prepared to sacrifice for the greater good. Five characteristics stand out for servant leaders. Which of them do you possess? Leadership is not about telling people what to do. A true leader is one who knows how to serve. Servant leadership means different things to different people. Being a true servant leader is putting the needs of others ahead of your own in service to a larger purpose. I grew up heavily influenced by books on the life and philosophies of great servant leaders like Mahatma Gandhi, Nelson Mandela and Mother Teresa. These were ordinary people who became extraordinary leaders as they found their purpose in service of others—who dedicated their entire lives serving a purpose bigger than themselves. So what sets servant leaders apart from other types of leaders? I find these five qualities stand out. The people who work for the organization are its true assets. A leader who takes care of his or her people will never have to worry about poor customer service. When you take care of your people, they will take care of your customers. Servant leaders recognize that you are placed on this Earth alongside other wayfarers in this journey of life for a purpose. That none of them come into your circle of influence by coincidence and that, ultimately, you must extend your circle of care to include everyone you know and meet. Servant leaders care without restraint, without constraint, without condition. Once you are clear about the vision, it is important that you communicate it to your team and unify them towards reaching a common objective. When your team can see that their leader knows where they are going and what they are doing, they are much more likely to be involved and engaged every step of the way. You must realize that when you are in service of others, you are ultimately part of a grand master plan. As a servant leader, when you provide a clear vision everyone knows their role, and feels like their part is important to achieving the vision. Core Values Values are the pillars that uphold the entire structure of servant leadership. Core values are the DNA that makes your organization tick. Honesty, truth, compassion and acceptance are some of the intrinsic core values shared by servant leaders everywhere. An unwavering commitment to these values is a core part of servant leadership philosophy. These values will serve as the light that dispels the inevitable darkness along the path towards your vision. Core values are not marketing buzzwords. Commitment to Growth The biggest investment you can make in your people is your time. When you give them your time to help them develop both professionally as well as personally, it shows genuine interest in them as individuals. They know they are not just cogs in a wheel that add to a bottom line. Servant leaders help their people become their best selves and create a culture of growth in their organization. They had leadership thrust upon them. They were the ones most prepared to sacrifice, give up, surrender, and do whatever was necessary to attain the goals for the greater good. The willingness to sacrifice everything for their cause is a powerful tool that unifies all those within the fold while inspiring and motivating them to greater success. Ultimately, success will always painstakingly collect a price. This price has to be paid either along the way, or even on rare occasions after the fact. It is inevitable and has to be recognized as a practical consideration of every leader in developing their strategy. You lead by what you do, as opposed to what you say. It is the most challenging, yet most rewarding path to leadership. And there is no question in my mind that it is the only kind of leadership that prevails through the travails of time. An economist by training, he is the founder of a multimillion-dollar global business. Did you enjoy this post? If so, I highly encourage you to take about 30 seconds to become a regular subscriber to this blog. I forwarded same to my colleagues and I plan to use the same for discussion with my local church board. Sometimes, though, our commitment to the growth of others can be taken for granted. How do we in being servant leaders can raise up other servant leaders as well?

Chapter 4 : Why Isn't Servant Leadership More Prevalent?

Topic: Servant Leadership From a Christian Perspective: In the Real World Leadership Journal: Humility Journaling provides a valuable tool for recording, reflecting on, and reviewing your learning.

Its essence is a focus on individuals and a decentralized organizational structure. It also emphasizes other core values that encourage innovation and the development of leaders that must first focus on serving all stakeholders in an organization. Below is a discussion of servant leadership and why it can be an important driver for entities and individuals that embrace its core concepts. The Founder The term servant leadership is attributed to an essay written by Robert Greenleaf in Greenleaf was suspicious of those focused on leading first, "perhaps because of the need to assuage an unusual power drive or to acquire material possessions," he said in his essay. As he put it, "caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. This means having the upper management share key decision-making powers with employees who work directly with clients and customers ; they are arguably better aware of what is needed to remain competitive because of their knowledge of what is occurring on the "front lines" of the business. The Greenleaf Center explains that when companies are close to the customer, they make better decisions that help retain clients as well as win new ones. Overall, this system is "more efficient and effective in allocating resources. Corporate cultures that centralize power in the wrong hands can end up stifling innovation. Perhaps most importantly, servant leadership is focused on serving all stakeholders in the corporation. This includes employees, customers and the community in general. It is seen as an evolution of a traditional corporate measure that emphasizes growing shareholder returns over time. A criticism of this measure is that it can be at the expense of the other stakeholders, especially if profit is the only driver of corporate success and leads to the trampling of other stakeholders that are vital to long-term survival of an organization. The Primary Characteristic Larry Spears listed a number of essential characteristics that he saw as defining servant leadership. For firms to remain competitive, listening is crucial. Employees must stay connected to customers and industry developments and they need to listen and remain receptive to clients. This is because those external parties frequently have significant insight into product successes and changes that could grow into challenges or ruin a firm if not addressed. Additionally, persuasion is suggested through consensus-building and stands in direct contrast to tactics that are considered more about command and control. Coercive tactics that are pushed through from more centralized organizations can be especially destructive. From an employee development perspective, empathy means takes the point of view that customers and colleagues have good intentions. It emphasizes open-mindedness in hearing decisions. Healing might seem too soft for many corporate cultures, but at its core it emphasizes the development of individuals from both personal and professional perspectives. For instance, encouraging learning, development and constructive feedback along with the completion of job tasks is the focus of this characteristic. Foresight is similar to awareness but stresses the ability to use past lessons for success going forward. A commitment to the growth of people is also warranted, as is an emphasis on developing talent. Empirical Support for Servant Leadership At its best, servant leadership can help a firm run more effectively. It is immediately apparent that its corporate credo to serve customers, employees, communities and shareholders embraces an important aspect of servant leadership. Such companies typically strive to develop managerial talent and create leaders that rise from lower ranks and are therefore focused on serving customers and others within the firm. Upper management spends a significant amount of time developing future leaders. A major focus of its human resources department is to find the appropriate mix of centralized and decentralized functions. Companies who practice servant leadership generally should leave acquired companies to operate independently so as not to negatively impact the entrepreneurial spirit that made them a viable buyout candidate in the first place. Servant leadership-oriented corporations take the stance that what is good for customers is good for business. Such a culture encourages employees to create products of high quality and value in terms of price and utility to consumers. Firms that qualify as going against the concepts of servant leadership include those that fell by the wayside during the mortgage meltdown. Lehman Brothers and Bear Stearns are derided for placing greed and

growth over customers that were sold sophisticated investment products for which they had little understanding or need. Employees — especially those in upper management — were unduly focused on profits and personal gain over a sustainable goal of treating all stakeholders with respect. The Bottom Line

Servant leadership has many useful concepts that can be applied to businesses to help them run more effectively and efficiently. For investors, it can be used to identify firms that have the best chances for success while operating in intensely competitive industries. Servant leadership is obviously wary of a centralized, command-and-control style, but there are still going to be many instances where it is the most effective way to manage certain business operations. Overall though, servant leadership is important for its holistic views of corporations, individuals and communities, and how to protect and encourage their well-being. Trading Center

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Servant-Leadership in the Real World takes a practical look at such topics as bringing love and spirituality into work, becoming a servant without becoming a wimp, and changing your organization through transformative servant-leadership.

If so, can you be effective in the real world? I think the answer to both questions is yes. The purpose of this essay is to explain why and how. It is the story of a band of men on a mythical journey. The key person in the story is Leo. He is a servant who does chores for the travelers, but he also lifts their morale with his positive spirit and his singing. He is the glue that holds the group together. The journey goes well until one day when Leo disappears. Without Leo, the group falls apart, and the journey has to be abandoned. The traveler who tells the story goes looking for Leo, and after some years of wandering, he finds Leo. He discovers that Leo, whom he had known first as servant, was in fact the titular head of the Order that sponsored the journey. Leo is its guiding spirit, a great and noble leader. You can imagine what Hesse was trying to say when he wrote this story. To me, this story clearly says that the great leader is seen as servant first, and that simple fact is the key to his greatness. Leo was actually the leader all of the time, but he was servant first because that was what he was, deep down inside. That was his true character. He was given a leadership position, but he was by nature a servant—someone who was focused on helping others. The leadership position that was given to him could be taken away. His servant nature—his desire to help others—was a part of his character, and it could not be taken away. The last paragraph in this opening section is crucial to understanding servant leadership. While the two words are tied together by a hyphen, Greenleaf makes it clear that the two words are not equal. A servant-leader is always a servant at heart. She will be a servant at heart before, during, and after holding a leadership position, because that is who she is, deep down inside. The leadership position can be given or taken away, but the servant nature remains. I recall with a smile a suggestion made by Stephen Prosser in his essay, *Servant Leadership: More Philosophy, Less Theory*. He suggested that if there is to be a theory of servant leadership, it should be a theory of servanthood, not a theory of leading. The desire to serve is the single most important characteristic that distinguishes a servant-leader from all other leaders.

The reason servant leadership works so well in the real world is that it is an evergreen framework, rooted in experience and constantly field-tested, and it continues to be adopted by leaders around the world. Greenleaf worked as a management research, development, and education expert at AT&T.

After our discussion of servant leadership, I felt that the topic deserved some further investigation. Keith, lists the following as key practices of servant leaders. These points helped me to view servant leadership in a more practical light: I was most struck by the first person mentioned: Behar joined Starbucks in and became president of Starbucks International in before retiring as Starbucks North America in Behar champions Servant Leadership. Behar brought the ideas of Servant Leadership to Starbucks because there was something missing in the corporate culture. Rather than working as a cohesive team, Starbucks was a collection of individuals. A Form of Servant Leadership? Brinker, founder of Susan G. Komen for the Cure. Brinker started the organization in after her sister, Susan G. Komen, passed away from breast cancer. As I was researching Brinker, I began to think about her in the context of a servant leader. She was a servant first, founding the organization as a service to her sister, and a leader second as her cause began to grow in popularity Greenleaf, Brinker is a transformational leader who works to develop her followers and help them grow more autonomous in order to increase the likelihood that they will ultimately become servant leaders themselves Greenleaf, However, as I began to look more closely at Brinker as a servant leader and how much Susan G. Is success measured in terms of the amount of money generated for research or by the number of activists who have joined the cause? Can you actually set criteria to measure the success of servant leadership? Or, is that, in fact, the rub that servant leadership does not necessarily lead to a particular means end as long as the leader is working to develop his or her followers to likely become servants themselves?

Chapter 7 : What Is Servant Leadership? | Investopedia

5 Famous Servant Leaders Servant leaders are categorized as those individuals who are able to lead with a primary focus, putting the needs of other people before their own. This type of leadership usually extends beyond an organization's environment to reach everyone who is associated with it, such as stakeholders and customers, with.

Greenleaf The above quote lays its premise on a leadership theory that has gone to challenge traditional leadership models. Enjoy the longest and most comprehensive guide on servant leadership. The theory has been evolving over time, with some of the ideas going back centuries. The historical context The basic idea of servant leadership is to challenge the traditional hierarchical leadership structures and question the idea of what it is to serve and to lead. The idea of serving others while leading is not a new concept, as philosophers throughout the ages have talked about servitude as a virtue for leaders. In a classic Chinese text , Tao Te Ching, there are passages that talk about servant leadership. The text, which has been often attributed to the famous Chinese writer Lao-Tzu, discusses how the great leaders are not to be seen and who helps the people achieve things. He embodied the idea that by serving others you can empower them and help them see the way. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be servant of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many. A powerful example of servant leadership at the time was the act of washing the feet of his disciples. In the historical context of the time, the demeaning task was left for the lowest rank people. When Jesus performed this unthinkable act, he told his followers: Now that I, your Lord and Teacher, have washed your feet. I have set you an example that you should do as I have done for you. For example, listen to the powerful speech by Queen Elizabeth II on her coronation in The modern context The idea of servant leadership was coined more thoroughly and brought to a modern business world by Robert K. His book *The Servant as Leader* was published in and it still forms the basis of the theory to this day. He had worked for the company for 38 years. After his retirement he marked on a second career as consultant, further developing his ideas around servant leadership. In his essay, *The Servant as Leader*, he wrote: 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 book is a story about a group of travelers and their servant Leo. Leo performed menial tasks for the group and acted as the cheerful spirit of the group. But Leo suddenly disappeared one day, leaving the group in chaos and eventually ending their journey. Leo was actually the leader all of the time, but he was servant first because that was what he was, deep down inside. The era saw plenty of young people feeling hopeless about future prospects, something that is obvious across the Western world today. To Greenleaf , part of the importance of the servant leadership concept is based on its ability to offer hope through awareness and self-understanding. In essence, servant leadership is something innate – the wish to serve is not something you instill on yourself, it is a feeling that comes from within. On the other hand, being a leader is only a status or a title – it is not a permanent position and it is given to you and can therefore be taken away. Therefore, by serving first, you can make a real difference. By creating more servant institutions, ones that focus on serving the employee first, you are able to instill change in society. This would then lead to a more loving and just environment for everyone. In his book, *The Power of Servant-Leadership*, Greenleaf said the only way to achieve a servant institution is if: Some of his major publications include: *A Journey into the Nature of Legitimate Power and Greatness* *Servant, Leader and Follower* Further writings and studies of the concept Greenleaf sparked an interest in the theory and soon other writings and studies on servant leadership emerged. It has also gained traction recently with the issue of increasing income inequality, which has sparked questions over how modern organizations operate. In , Spears wrote in an essay, *Reflections on Robert K. Spears*, as well as Robert C Liden and his colleagues, have identified different values and dimensions in the uses of servant leadership. This has sparked interest from behavioral scientists, such as E. The importance of values is a core part of leadership philosophy, as it shapes the way the leader behaves and acts. For further readings on the topic, you can check out the following books: *Succeeding through Trust, Bravery, and Forgiveness* You should also

watch the below talk by Anthony Perez on the future of servant leadership: Spears and other colleagues have identified four core tenets for servant leadership and the framework for applying it. Service to others Service to others is often viewed as the moral component of the servant leadership theory. The whole concept is based on the leader taking the position of a servant in their interactions with the employees. The primary purpose of a servant leader is to motivate others and bring about the greatness in others, with the organizational success being the indirect outcome of this approach. Holistic approach to work The second component relates to the emphasis servant leadership puts on serving for the benefit of others, not just that of the company. The holistic approach promotes the idea that individual employees, the organizations they work for, and the society as a whole are interconnected. As mentioned above, by instilling servant leadership in an institution, you can ultimately begin to change the world around you. The focus of a business should be about encouraging individuals to be who they are and supporting their personal goals and objectives first. For instance, employee benefits should be decided on the needs of the individual and not on the long-term interests of the organization. Promoting a sense of community Nonetheless, you also need to promote the success of all stakeholders. For servant leadership to work, you need different parts of the organization working together. In his original essay, Greenleaf called for an establishment of a community within organizations, with groups of individuals coming together. Members of these groups should not only be liable for themselves, but also for the group as a whole. To a business, the focus should be on ensuring different stakeholders from investors to employees are able to work together and to understand the common objectives. Sharing of power in decision-making Finally, effective servant leadership requires collaboration in decision-making. In a sense, a servant leader must have a strong ability to self-reflect and to nurture participatory culture within the organization. Instead, businesses should aim towards a more flexible process, whereas decision-making is shared. A good way of doing it is by promoting top-down innovation and fostering feedback within the organization. The above image highlights well the leadership structure of servant leadership compared to the traditional power model. Listening is about focusing on what the team is saying and using this information for guiding the group towards objectives. An effective leader should also identify the things that are left unsaid, as well as the inner voices. Listening in business A leader should regularly organize team meetings and situations where the members of the team are able to voice opinions. The meetings should be a mixture of group discussions and face-to-face chats. Since listening is not just about the spoken word, a leader should regularly venture amongst the team and assess the mood in the room. Conflicts can often be sensed and unhappiness felt without someone having to voice it out. How to improve your listening skills? In order to develop this characteristic a good leader would learn more about being attentive. This can be improved by understanding body language better and by improving the ability to give and receive feedback. Since the focus of servant leadership is to serve others, you must be able to accept and recognize the individual values and feelings people have. Even when someone is underperforming at work, a servant leader should be able to love and understand him or her as humans. Empathy in business In a business environment, empathy is often hard to achieve because the focus is on company objectives and performance. But with servant leadership, the focus shifts to the individual employee and his or her wellbeing. How to improve your ability to be empathetic? When having a conversation, you should try to put your own viewpoints aside and openly listen to what the other person is saying. You need to be inquisitive and learn more about different ways of doing things. Instead of rejecting an idea or a thought, learn more about it to understand where the person suggesting it is coming from. Healing in business In a business context, healing would be achieved by ensuring there are enough support options employees can use. This could mean access to counselling, provision of proper healthcare facilities, a strong health and safety culture, and focus on self-development through courses and training. How to improve your healing abilities? As a leader, you should make the above resources a priority, but you can also help people achieve the wholeness by using the right approach. Ensure you are doing well mentally and physically to guarantee you have the strength to help others. Self-awareness in particular requires the leader to see their own emotions and behaviors in the context of how it affects the rest of the team. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. Awareness in business Self-awareness is tightly connected to the feedback culture within the organization. It is important that

employees are able to provide feedback, not just on themselves and each other, but also the management and leadership. How to become more aware? The secret to awareness is taking a closer look inside you. Finding about your strengths and weaknesses is crucial for understanding your inner-self and how it affects others around you. You can learn more about yourself through personality tests, such as Myers-Briggs. But more importantly, a good leader seeks for feedback from the team to learn more about how they are perceived and how their actions are influencing others. Instead, the concept uses persuasion in order to make a decision. Servant leader seeks for consensus rather than compliance, which is perhaps the biggest difference to traditional authoritarian models. The creative way refers to a personal relationship with the team, rather than a position of power.

Chapter 8 : Servant Leadership Guide: Definition, Qualities, Examples, and More

*The modern context. The idea of servant leadership was coined more thoroughly and brought to a modern business world by Robert K. Greenleaf. His book *The Servant as Leader* was published in and it still forms the basis of the theory to this day.*

By Ken Blanchard What do you think of when you hear the term servant leadership? Do you picture a workplace culture where managers and direct reports work side by side, set goals, collaborate on projects, solve problems and celebrate victories together? Or do you picture a chaotic scene from a movie where the inmates are running the prison? But they can, if they recognize that there are two kinds of leadership involved in servant leadership: Strategic leadership has to do with vision and direction. Leadership is about going somewhere. A compelling vision ensures everyone is going in the same direction. Once the organization has a compelling vision, they can set goals and define strategic initiatives that help people know what to focus on right now. The traditional hierarchical pyramid is effective for this part of servant leadership because, while the leader should involve experienced people in helping to shape direction, the ultimate responsibility remains with the leader and cannot be delegated to others. The question now is: How do we live according to the vision and accomplish the establish goals? Implementation is the servant aspect of servant leadership. It includes policies, systems, and leader behaviors that flow from senior management to frontline employees—and make it possible for people in the organization to live according to the vision and values and accomplish short-term goals and initiatives. Create a Servant Leadership Culture These two aspects of servant leadership establish the culture of an organization: The most effective managers and top thought leaders have been writing and speaking about servant leadership ever since. Today, the world is in desperate need of a new leadership role model. We have all seen the negative impact of self-serving leaders in every sector of society. In the new book I just finished coediting, *Servant Leadership in Action*, forty-four celebrated servant leaders—authors, experts, and servant leadership practitioners—share their perspectives on this proven, but for some still radical, leadership model. Here are a few examples. Covey, author of *The Speed of Trust*, reflects on the inextricable link between trust and servant leadership. Intent—your motive, your agenda—may be tangible and invisible. People sense your intent in everything you say and do. What is the intent of leaders who drive change purely through the force of their position in the organizational hierarchy? To generate business outcomes first. But when tempted with a forced choice, they will go straight for the results even if it means that people get bruised in the process. At the end of the day, positional leaders are self-serving. Their intent is purely and simply to serve others—coworkers, customers, partners, communities. Servant leaders are motivated by caring and the agenda they seek is mutual benefit: When their intent was pure, I knew it. I never needed to second guess their agenda or motive. And, significantly, I wanted to give them my best in terms of quality work and personal loyalty. They truly inspired me to perform better and they absolutely brought out the best in me. Perhaps, like me, you have too often been this counterfeit kind of servant leader—the person who wants to be noticed, seen, appreciated, and thanked. This is why it is almost an overpowering experience to be in the presence of someone who is devoid of such self-concern, and whose efforts truly are for the good of others. What a blessing it is to know them, and to be known by them. My mother was this kind of person. She passed away from brain cancer fourteen years ago. A few years before she passed, when life was good and there was yet no hint of the trial she would face, she sat down at the piano in our home. He named twenty-four of them. She recorded those songs on side A of the cassette tape she was using. I still have that tape. It is a reminder of what true service looks like. They wanted to keep doing things the way we had always done them. It requires continuous reinforcement. We still constantly talk about it and spend resources on it. Unless an organization is committed to doing that, servant leadership will become a dusty book on the shelf. In the tough economic years of to , we had the best financial results in the history of our company. In our annual Employee Opinion Survey, the following were the five questions with the highest percentage of people indicating an affirmative answer: I feel my opinions and values are a good fit with the WD Company culture Readers are able to put themselves in the picture and envision the difference a servant

leadership culture could make in not only their lives but also the lives of everyone in their workplace, their household, and their community. Are you here to serve or to be served? I hope you consider the benefits of implementing servant leadership in your organizationâ€™ and the idea that human beings, working together in service to each other, can make a real difference in the world.

Chapter 9 : Leadership Theory and Behavior: Oct 20,

Because of the scenarios, the real-world exercises and the stories, their takeaway in the class is something they remember because it relates to them." Turner's goal is to incorporate servant leadership in the military as a standalone training program.

Getty Images Over the last three decades, servant leadership has risen from a noble and ethical leadership ideology stuck in religious worldviews to the very principles of how the most successful companies on the planet operate and profit. Typically, what you think servant leadership is They have grasped the immense power that is generated from putting people employees ahead of profits through shared values like authenticity, intrapreneurship, freedom and ownership, community, and collaboration. And servant leaders, naturally, have leveraged this emotional currency as the only sustainable model for the future of work. The Chosen 10 As I researched the most relevant CEOs to compile into a Top 10 servant leadership list, my biggest challenge was narrowing it down to just 10! In the end, while you may disagree with my narrow subjectivity, I chose CEOs and founders who I felt depicted a cross-representation of leaders from larger companies and various industries that would appeal to multi-generations. I also picked CEOs who maintain a broader view of servant leadership and its impact on the greater good through humanitarian efforts. Some are newcomers; others are dinosaurs of the movement. In fairness to my selection process, I think it would be honorable to include those that would have made a longer list--perhaps a Top 20 List for next time. My honorary mentions are: This is evidenced by their massive Global Workforce Trends report. Ensuring that employees are safe and feel comfortable. Providing opportunities to make employees healthier. Strengthening bonds among individuals and facilitating access to culture and leisure. Making employees feel valued. Simplifying the daily employee experience and improving work-life balance. Helping employees grow and develop. As with all servant leaders in high-ranking roles, leadership is an ever-evolving journey for Metayer. In a recent interview with Chief Learning Officer, she discusses the research behind the report and defines her role as a servant leader: My main job is to support our employees, and be a support to our clients and to our consumers. Williams, a serial entrepreneur, is an authority on using servant leadership to substantially increase organizational success. His book, *The 7 Non-Negotiables of Winning: Tying Soft Traits to Hard Results*, teaches the transformational principles his team implemented at Fishbowl: Fishbowl is one of the few companies in Utah that is employee owned and has made a commitment to pursue excellence for their employees. Like most high-profile servant leader execs, he extends the hands and feet of servant leadership outwardly through humanitarian efforts via the Courage Above Mountains CAM Foundation. Every year, Fishbowl dedicates a day of service to their community for a major project to help groups such as Native Americans, veterans, children, and single moms. Many people are still unaware of the change in the leadership guard that took place last July. Reiff took over for long-time CEO Kip Tindell, who founded the company in and has since stayed on as chairman after stepping down. Having witnessed my share of leadership train wrecks over the years, I was most impressed with the principle of "Communication IS Leadership," which Reiff personally crafted in definition as "daily execution of practicing consistent, reliable, predictable, effective, thoughtful, compassionate, and yes, even courteous communication. While this can be a daunting undertaking for any company, The Container Store firmly acknowledges the power behind this principle on its website, which states "nothing makes someone feel more a part of a team than knowing everything has been communicated to them. MacDowell is the third CEO at TDIndustries, following in the footsteps of his predecessors--demigods in the servant leadership spectrum: MacDowell says the focus has always been about keeping people employed, even during the worst of times. He has set up formal and informal feedback mechanisms to get important and open feedback, a practice started by founder Jack Lowe, who used to invite groups of employees to his home for spaghetti dinners. MacDowell makes sure that all of his senior leaders have similar sessions at least quarterly, to listen deeply and keep communication open. TDIndustries has had numerous buy-out offers. Each time, MacDowell concluded that selling out would kill their servant leadership culture. Kristen Hadeed, founder and CEO of Student Maid In, as a junior at the University of Florida,

Hadeed started Student Maid , an all-student cleaning company that has since grown into a business that has employed hundreds of Millennials. She met leadership failure right out of the gate. When 45 of her first 60 employees quit, she realized she was the reason. Leadership is a responsibility to do more. For cleaning companies, on average, turnover happens every two months. She built a culture of values, and everyone is expected to live up to them. She offered training that went beyond cleaning and dusting, teaching people to build great relationships with their customers and their fellow "maids" in order to provide the best possible experience for everyone. Hadeed attributes happy customers to happy employees. She is a firm believer in the power of giving her employees purpose, freedom, ownership, and recognition as a way to engage people to do their best work: In it, she talks about her true passion--doing something good for other people, which explains why Student Maid cleans free for cancer patients. Like a true servant leader, Hadeed now spends most of her time helping other organizations all over make a lasting, meaningful impact on people by creating environments where they can thrive. Brittany Merrill Underwood , founder and CEO of Akola Jewelry Underwood is a clear example of a servant leader practicing conscious capitalism to transform the lives of impoverished women and families. Watch her story here. Akola reinvests percent of their profits to support work opportunities, training, social programs, and the construction of training centers and water wells in impoverished communities throughout the globe. Their impact model for social business is paving the way for high impact, Millennial-run businesses that seek to have an impact on the world. Underwood continues to devote her life to creating a brand that empowers women through economic and holistic development. Ridge passionately speaks about how creating a culture of trust not fear , respect, and candor has been transformative: We have no mistakes here, we have learning moments," he explained to Forbes. Ridge believes the annual performance review process is broken. Like all servant leaders, he thinks coaching, development, and feedback should be an everyday conversation between leader and direct report, a theme often noted in his book, co-authored with Ken Blanchard, *Helping People Win at Work*: Ridge describes how a focus on the servant leadership principles of values, learning, teaching, growth, and community can lead to enhanced performance by helping people step into the best version of themselves. As Chapman states in his book, *Everybody Matters*: That soon faded as he came to the realization that being a good steward of the business meant making sure that his employees received more than just a paycheck in return for their time and talent. He believed, as a business owner, it was his responsibility to create an environment where his team members have the chance to develop their gifts and feel that they and their work matter. It dawned on me that I wanted to give that same opportunity to the team members who worked for me," recalls Chapman in his *TrulyHumanLeadership* blog. Our pipeline of managing partners continues to diversify, and we are on target in the next ten years to have a partners group that mirrors the racial and ethnic demographic makeup of our county on the census and affirm our aim to be a truly anti-racist organization. Beliefs are like the root system of our lives. In my metaphor, I started to look at organizational culture as the soil. *How to Drive Superior Results by Serving Others* , is the most compelling case study to showcase the power of servant leadership to reinvent a company from the inside out. This was also compelling enough for me to award her the No. The brand was stagnant, and relations between the company and its franchise owners were strained. By , sales were up 25 percent, profits up 40 percent. The franchisees were ecstatic with the turnaround and began reinvesting in the brand, many remodeling their restaurants and building new ones around the world. Bachelder says that it was a conscious decision to create a new workplace with rigorous measures in place where people were treated with respect and dignity, yet challenged to perform at the highest level. Bachelder outlines her philosophy for transforming Popeyes in a nutshell: Self-serving leaders were filtered out as collaboration increased and people were valued. By improving the franchisee experience through the practices of servant leadership, the customer experience became richer and more satisfying, leading to more loyal customers. Because of this turnaround success, Bachelder was the recipient of the Norman Award by the U. Who would you add to this list? Mar 29, Like this column?