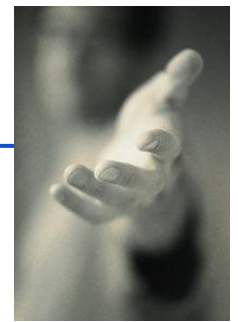


Servant Leadership



The Work of Robert K. Greenleaf

THE DEFINITION (AND TEST) OF THE SERVANT AS LEADER:

The best test, and difficult to administer, is: Do those being 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?²

HOW TO START: It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served.³

WHAT TO FOCUS ON: A search for the capabilities and possibilities in people is gradually supplanting the search for their limitations ... It is the wise supervisor who realizes that the grist for his mill is contained in the possibilities in people and not in their limitations.¹

THE PROMISE TO THOSE WE SERVE: No one will knowingly be hurt ... Hurting people is not accepted as a legitimate cost of doing business.³

A TRUTH TO REMEMBER: Not much that is really important can be done with power – coercive power.¹

WHAT TO DEVELOP IN ONESELF: A large contributing factor in the rise and fall of business has been sharpness and dependability (or the lack of it) of "people" knowledge.¹

THE ESSENTIAL SKILL AND TASK: Only a true natural servant automatically responds to any problem by listening first ... It is because true listening builds strength in other people.² ... One has only two general ways of getting at the data needed to manage: observing and listening. And a great deal must be gotten by listening.¹

THE PURPOSE OF THE WORK: The new ethic will be: The work exists for the person as much as the person exists for the work. Put another way, exists as much to provide meaningful work for the person as it exists to provide a product or service to the customer. The business then becomes a serving institution – serving those who produce and those who use.²

SIGNS OF SUCCESS: The only test of leadership is that somebody follows – *voluntarily* ... Others follow, voluntarily, because they are persuaded that the leader's path is the right one, for them.³

THE FOUNDATION: "What are you in business for?" ... "I am in the business of growing people – people who are stronger, healthier, more autonomous, more self-reliant, more competent. Incidentally, we also make and sell at a profits things that people want so we can pay for all this."²

A GUIDE FOR LIVING: Concern about what is right should be on the mind of every person every day of his or her life.¹

- ❖ What principles do you live by each day?
*This is the ultimate test: What values govern one's life?*²
- ❖ What have you done in the last week to live what you believe?
*Servant leaders differ from other persons of goodwill because they act on what they believe.*²
- ❖ In what ways can a servant leader demonstrate caring for those served?
*Caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built ... Servant leaders differ from other persons of goodwill because they act on what they believe.*²
- ❖ How would a true servant leader deal with problem performance?
*The servant always accepts and empathizes, never rejects. The servant as leader always empathizes, always accepts the person but sometimes refuses to accept some of the person's effort or performance as good enough ... Acceptance of the person requires a tolerance of imperfection. Anyone could lead perfect people – if there were any.*²
- ❖ What barriers or obstacles do you face that get in the way of being a servant leader ...

¹ Frick, D.M. & Spears, L.C., eds. *On Becoming a Servant Leader: The Private Writings of Robert K. Greenleaf*. (Jossey-Bass, 1996)

² Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. (Paulist Press, 1977)

³ Spears, L.C., ed. *The Power of Servant Leadership: Essays by Robert K. Greenleaf*. (Berrett-Koehler Publishers, 1998)

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