

# **SERVANT LEADERSHIP**

**A Radical Strategy for Creating  
An Authentic Servant Leadership Culture**



# Disclaimer


*This presentation is copyrighted and may not be reproduced  
in any form without the express written consent of Strategic Government Resources.*



# **What is Servant Leadership and why does it matter?**

# Leading in a VUCA World





# **The Challenge of Creating A Servant Leadership Culture**

# Creating Culture



*“Culture eats strategy for breakfast.”*

*- Peter Drucker*

The question is...

*How do you create, nurture, and protect the kind of culture you desire?*

...by recruiting, assessing & developing  
***enough*** of and the ***right kind*** of leaders for the future.

# The Primary Role of a Leader

**R**ECRUIT  
**A**SSESS  
**D**EVELOP  
**I**NNOVATIVE  
**C**OLLABORATIVE  
**A**UTHENTIC  
**L**EADERS

***Recruiting, Assessing, and Developing***  
are specific strategies involved  
in both culture creation and succession planning.

***Innovative, Collaborative, and Authentic***  
are characteristics that determine who will thrive  
in our VUCA world.

# Why the Acronym RADICAL?

**RADICAL** captures the constructive tension of valuing the roots of healthy relationships while simultaneously valuing being on the leading edge of change.

**Servant Leadership** provides a value system to create a culture that can support this tension.





# Why the Chess Knight?



# Why the Chess Knight?

## *Play Chess Not Checkers!*

Go beyond thinking about your next move and instead think about how your move will influence your future moves.

Understand the obvious and possibly hidden impact of decisions:

- Anticipate the moves of others
- Think about long-term intentions and goals
- Act tactically but think strategically



# Why Great Leaders Make Us Feel Safe



- What did you hear?
- What does it mean?



# **What is Servant Leadership?**

# The Servant as Leader

Robert Greenleaf's 1970 Essay "The Servant as Leader" identified 12 characteristics:

## **Nurturing Healthy & Trusting Relationships**

Listening

Empathy

Building Community

Nurturing the Spirit

Healing

## **Leading Innovative Change into the Future**

Awareness

Foresight

Conceptualization

Persuasion

Calling

Stewardship

***...and Committing to the Growth of People!***



# Listening



# Listening

A Servant Leader lives out the phrase popularized by Stephen Covey,  
*“Seek first to understand, then to be understood.”*

Active listening is...

a ***choice that must be made*** and a ***skill that must be continually developed***  
in order to hear not only the words but the heart of the speaker as well.

# Empathy



# Empathy

Understanding, gained through actively listening to others, leads to empathy.

Empathy...

allows us to engage openly with others to ***better understand***  
their perspective and how life experiences may have shaped them  
while ***assuming their good intentions.***

# Nurturing the Spirit



# Nurturing the Spirit

All of us have a deep human need to make a difference.

Nurturing the Spirit...

uses ***supportive praise*** and ***honest recognition*** to encourage the spirit  
of those working to make the vision a reality  
by helping them ***understand their role*** in the bigger picture.

# Building Community



# Building Community

Goals should never be accomplished at the expense of relationships.

## Community...

fosters a strong sense of ***shared engagement*** and ***commitment*** to the team while working to nurture an ***authentic culture*** with leadership who genuinely “walk the talk”.



# Healing



# Healing

Healing is a natural byproduct of  
Listening, Empathy, Nurturing the Spirit, and Building Community.

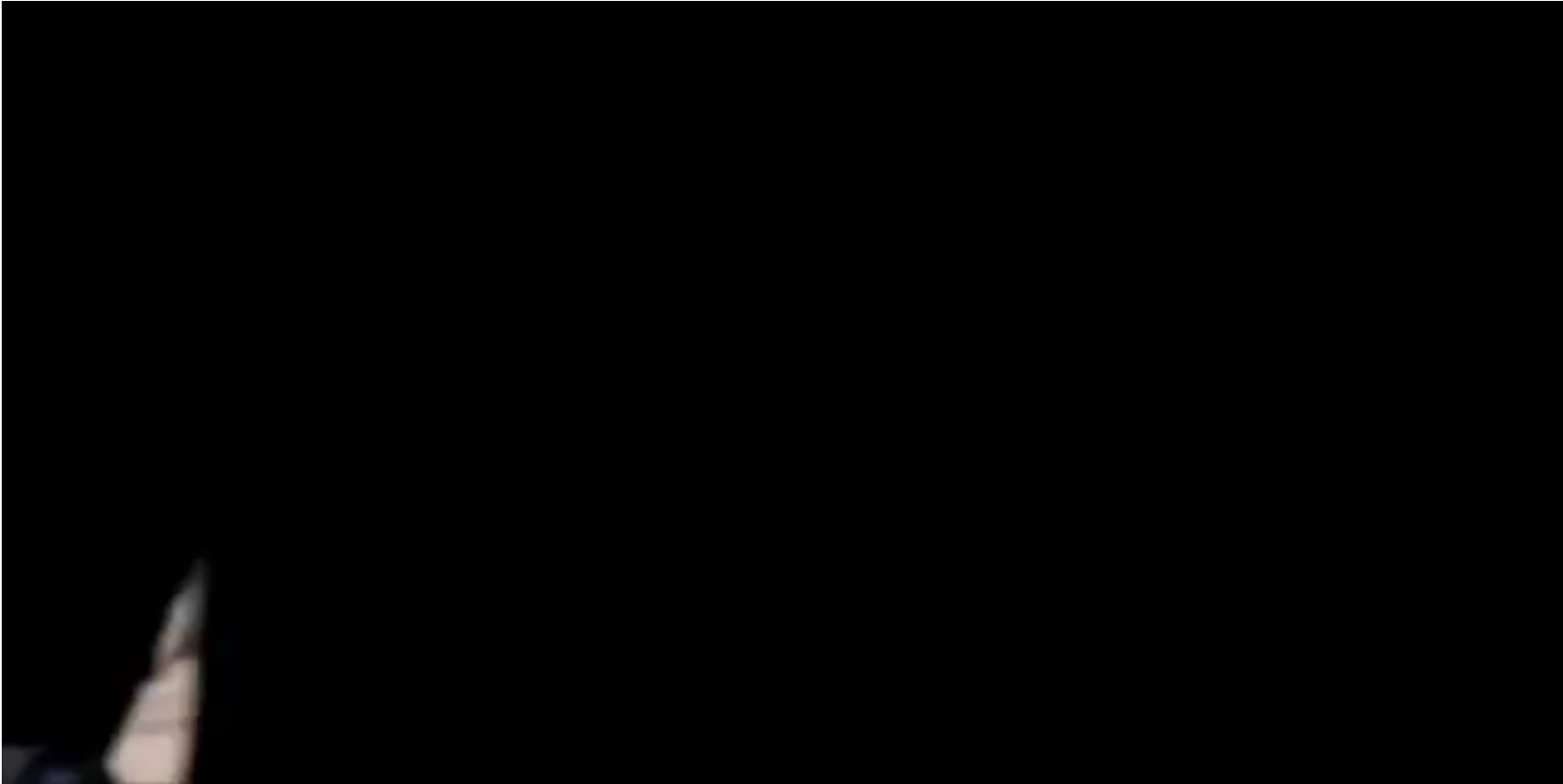
Healing...

promotes **transformation** and **wholeness**  
to help people become the best they can be  
while recognizing that **our words** either build up or tear down but **are rarely neutral**.

# Small Group Discussion

The best leader at nurturing healthy relationships I've ever worked with was \_\_\_\_\_ because they \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

Among these traits, the one that is the most challenging for me is \_\_\_\_\_ because \_\_\_\_\_.



# Awareness



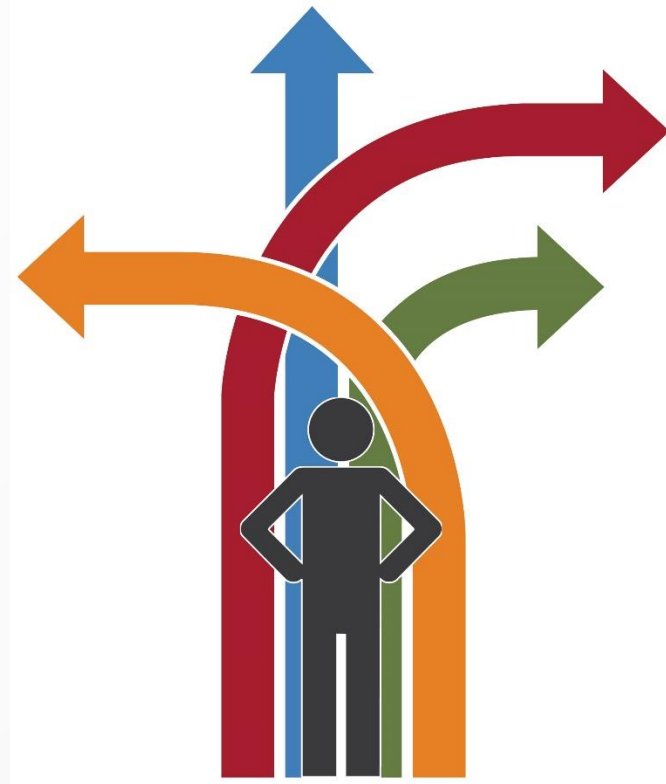
# Awareness

Good leaders know there is a gap between the ideal and the reality, and they feel compelled to act upon that awareness for the benefit of others.

Awareness...

includes an ***awareness of self, others, and environment***  
which compels people to act  
upon what they know is ***the right thing to do.***

# Foresight



# Foresight

Insight and intuition give us the ability to make good decisions that followers may not always understand, but trust nonetheless.

## Foresight...

recognizes the realities of the past and present so that we can ***anticipate the realities of the future*** and take appropriate actions to shape our destiny.



# Conceptualization



# Conceptualization

A Servant Leader can inspire others to visualize a shared vision that is *worth sacrificing for* in order to help it become a reality.

Conceptualization...

***envisions the future*** and communicates a clear picture of what can be so that others can understand, embrace, and work towards ***making the vision a reality***.

# Persuasion



# Persuasion

People are far more likely to support an idea  
if they have participated in the creation of it.

Persuasion...

***inspires commitment*** to the cause

rather than forcing mere compliance through positional authority.

# Calling



# Calling

A Servant Leader is drawn to a sense of purpose that allows them to keep going when others might give into discouragement.

Calling...

recognizes that we are working toward

***something bigger and more important than ourselves***

while nurturing a willingness to sacrifice for the greater good.

# Stewardship



# Stewardship

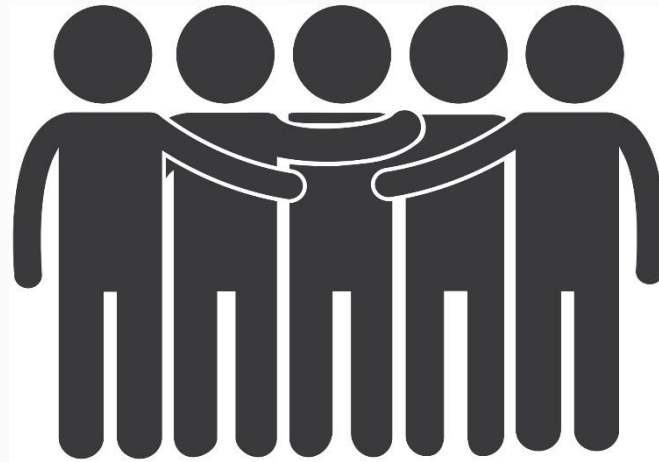
We have a responsibility to use resources, achievements, and influence in a way that preserves the good of now while providing a better future for others.

## Stewardship...

Understands the short-term and long-term ***implications of our decisions*** and the impact that they have ***on the greater good.***



# Commitment to the Growth of People



# Commitment to the Growth of People

A Servant Leader has the underlying hope that every person they interact with will be better off for having done so.

Commitment to the Growth of People...

***develops team members*** at all levels

and helps them each reach their ***fullest potential***.

# Small Group Discussion

Which of these twelve qualities do you consider to be the most crucial for leading innovative change in your context?

Are you better at nurturing healthy relationships or at leading innovative change for the future?

# Unifying Principles

## **Unifying Principles to Weave Into All Training, Policies, and Systems**

1. Treat everyone with dignity and respect in every interaction.
2. Select team members who strive for professional excellence in every responsibility.
3. Prepare for the future by developing and empowering leaders at every level.
4. Prepare people before you promote them.
5. Seek continuous improvement personally and operationally.
6. Make integrity matter most in every circumstance.
7. Remember that it is not just about now...it is not just about me...and it never is.

# Evaluating a Servant Leadership Culture

*Are we:*

1. Treating all people with dignity and respect?
2. Enabling team members to be more empowered, knowledgeable, and effective?
3. Doing or saying things that cause others to be cynical of our commitment to “walk the talk”?
4. Creating an organizational culture that authentically embraces Servant Leadership?
5. Leading in a way that enables our organization to become what we aspire it to be?



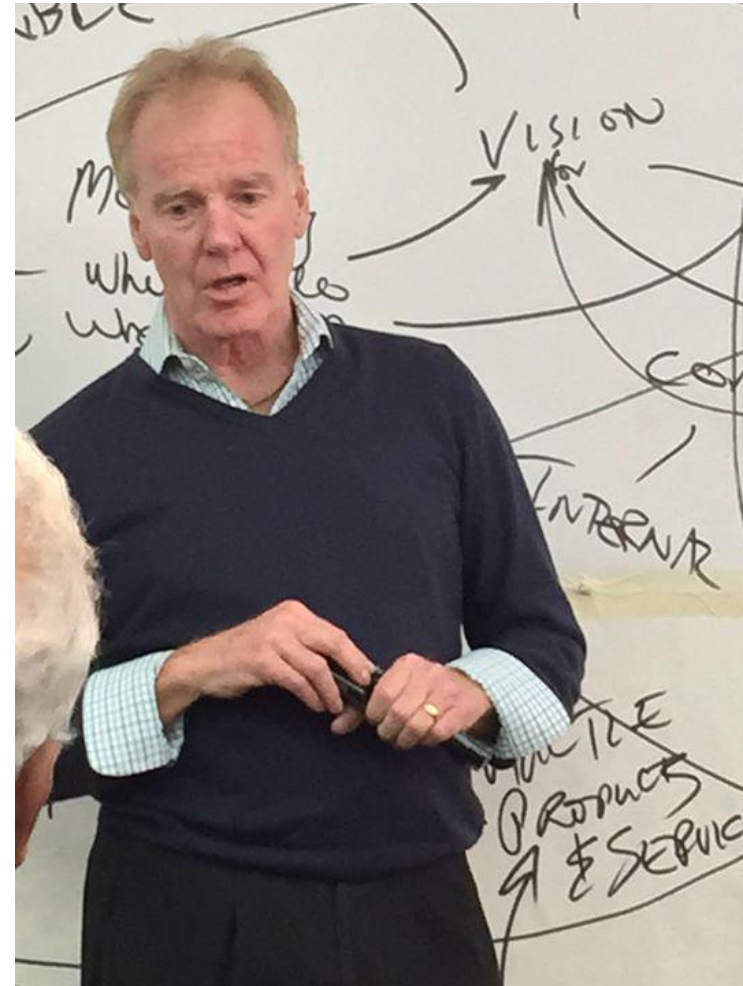
**Creating a System of Systems...**

**Aligned to Make it Real**

# Creating a System of Systems

*“Ultimately, leadership is about creating new realities.”*

*“Leadership is about learning to shape the future. Leadership exists when people are no longer victims of circumstances but participate in creating new circumstances.” – Peter Senge*



# Transformational Accelerators

1. The organization trusts that executives are committed to their stated values.
2. Only highly credible leaders are appointed to lead transformation.
3. A long-term strategy is adhered to rather than Management's BS flavor of the month.
4. Resources are devoted to communication and training at every level.
5. Employees understand what is changing, where it's headed, and why it's necessary.
6. The long-term strategy has measurable, visible markers of progress.
7. Middle management buys in by "walking the talk".
8. Executives are willing to change current operating systems, eliminate mixed messages, and align systems with the desired values and culture.



# Aligned Systems

The extent to which you succeed in creating, nurturing, and protecting the kind of culture you desire is largely dependent upon the aligned systems that are consistently adhered to and which reinforce the desired culture.



***Consistency is key!***

# Key Systems Must Be Aligned

**Brand &  
Reputation  
Management**

**Recruitment  
& Selection  
of Employees**

**New  
Employee  
On-Boarding**

**Developing  
Your People**

**Performance  
Coaching  
Processes**

**Promotional  
Processes**

**Instilling  
Organizational  
Culture**

# Servant Leader Polarity Scale

# Case Study on Servant Leadership

- Stay connected to the latest in servant leadership for local government leaders with the **10 in 10 Update on Servant Leadership**, delivered weekly for free, straight to your inbox.

- **Insights to Your Inbox**

Each week, CEO Ron Holifield reviews over 350 articles, stories, and videos through the lens of a city manager, choosing the top 10 that local government leaders will find interesting and worth spending 10 minutes to review.



**WANT THE LATEST UPDATES  
IN SERVANT LEADERSHIP?**

Sign up for SGR's 10 in 10 eNewsletter - it's *FREE!*

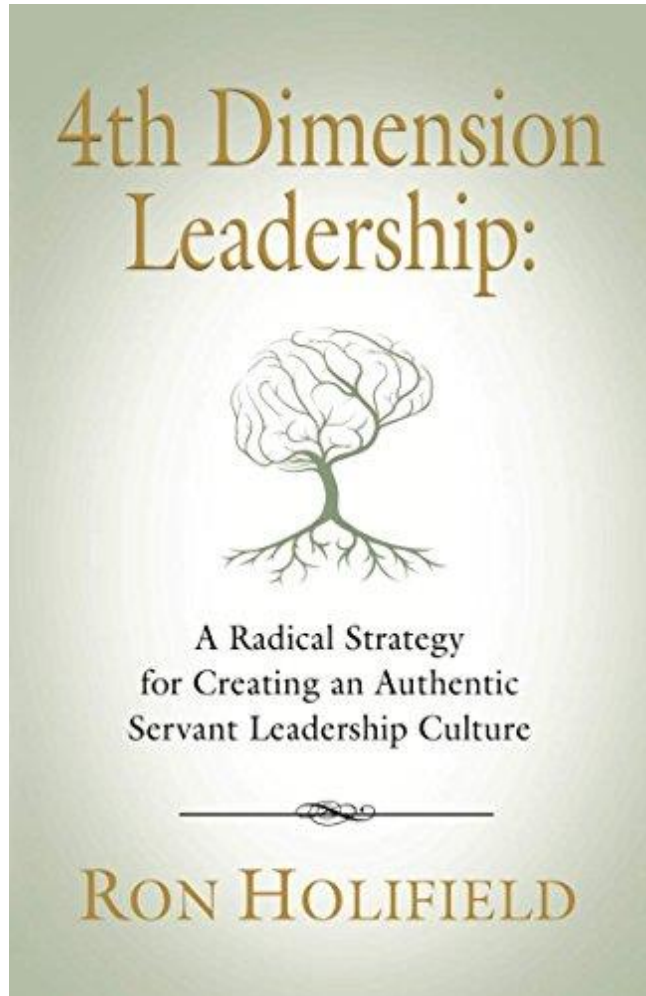
[governmentresource.com](http://governmentresource.com)



Partnering with Local  
Governments to Recruit,  
Assess and Develop  
Innovative, Collaborative,  
Authentic Leaders



# *4<sup>th</sup> Dimension Leadership* by Ron Holifield



*Available on Amazon!*



