Servant Leadership & Forging Strategic Vision

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Agenda

- Brief Introduction

- Overview of Servant Leadership
  - Principles and points of emphasis

- Overview of Strategic Vision
  - Need and identifying a process

- Closing Remarks

Pre-Game

- What is leadership to you?

- Is leadership something you're born with or is it acquired/trainable?

- Are you a leader?

Exercise (Pre-Overview)

‣ **Scenario:** You're leading a team of six people in a high-stress construction setting. You've been charged with three separate tasks, all of which can be performed by all team members. The deadline for completion is five hours and you have to ensure the highest quality of work. However, your team cannot stop working to take breaks and two individuals don't respond well to stress. You also have to provide periodic status updates to your superiors throughout the five hour period.

‣ **Task:** Devise a plan on how to accomplish the task at hand, addressing all points listed above.

(Hint: Don't overthink it)

Disclaimer

- If you seek:
  ◦ Only personal fame/quick buck;
  ◦ Ego-stroking;
  ◦ Leadership shortcuts;
    This style will not resonate well with you!

- However, if you want:
  ◦ To breed trust and authentic leadership;
  ◦ Achieve sustainable results & build-up others;
  ◦ A rewarding experience;
    Then, you're in the right place!

Servant Leadership

What is Servant Leadership (SL)?

- Leadership by placing the interests and needs of others first before you own

- Servant Leaders seek to improve their staff by sharing power to develop them
  - "A" talent seeks "A+"; "B's" seek out "C's"

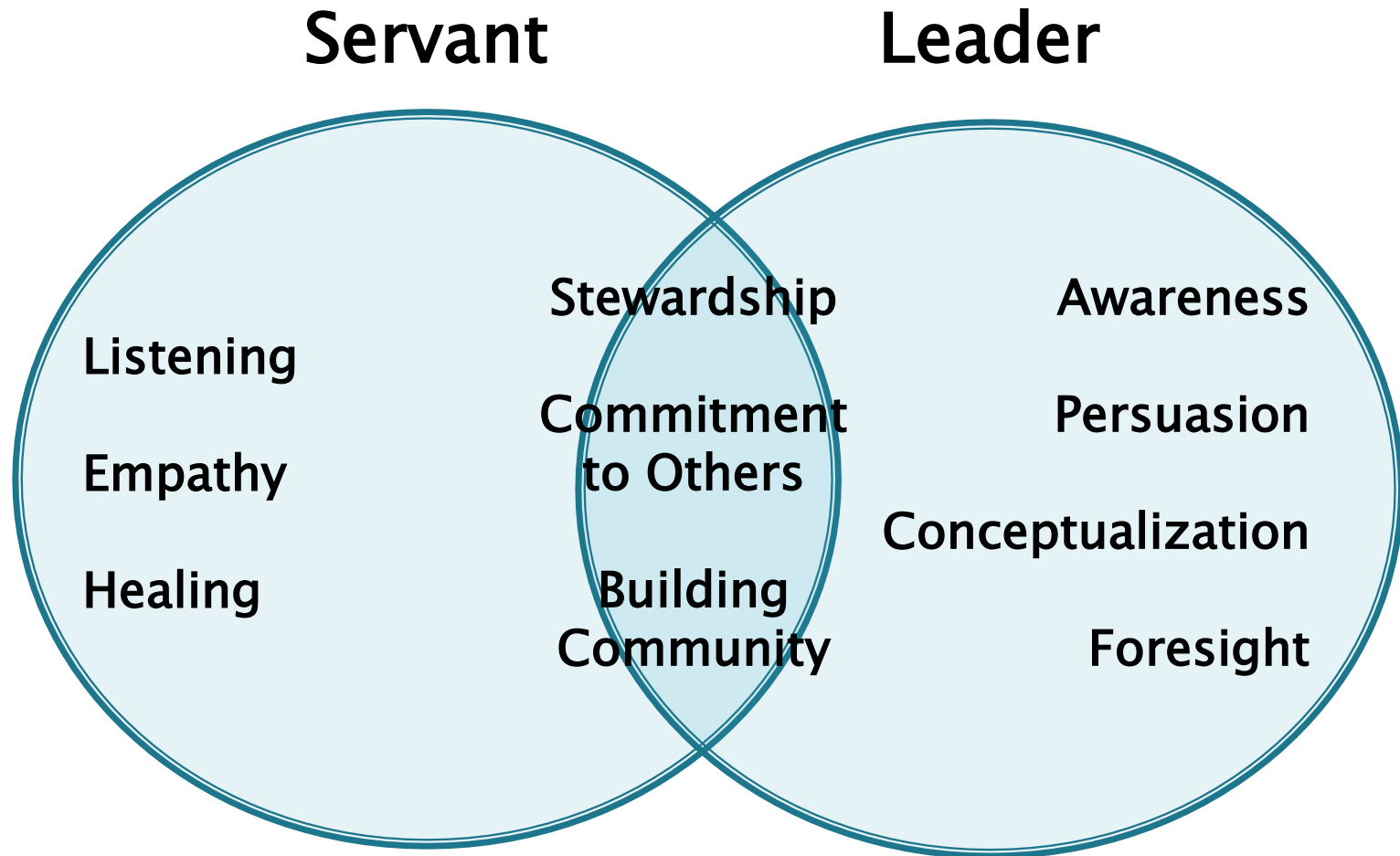- "Primus inter Pares" = "First among equals"

Origin of Modern SL

- Robert K. Greenleaf – "Father" of modern SL

- Coined the term "Servant Leader" in the 70's

- 25 years consulting on SL after 38 years with AT&T (Worked in management training and development)

- *"The Servant Leader is servant first...It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first..."*

Ten Principles of SL

1. Listening;
2. Empathy;
3. Healing;
4. Awareness;
5. Persuasion;
6. Conceptualization;
7. Foresight;
8. Stewardship;
9. Commitment to the Growth of People; and,
10. Building Community.

Three Dimensions of SL

Servant   Leader

Stewardship

Listening

Commitment
to Others

Empathy

Building
Community

Healing

Awareness

Persuasion

Conceptualization

Foresight

First Dimension – Servant

- **Listening** – Active; 360°, from top-to-bottom; listen first, then react

- **Empathy** – Understand the person, their perspective; be personable, but know limits

- **Healing** – Understand your staff and help them become whole; build a future with them (vision)

Second Dimension – Leader

- **Awareness** – Self & Organization

- **Persuasion** – Not using power to coerce; convince & build consensus

- **Conceptualization** – S.M.A.R.T; design a strategy

- **Foresight** – Consequences of present decision on future outcomes

Third Dimension – The SL

- **Stewardship** – Entrusted with resources of others; Responsible for ROI

- **Commitment to the Growth of People** – Ensure development of one's staff; Not just the favorites

- **Building Community** – Effectiveness; Build camaraderie

Striking Balance

▸ **Good Enough to Forgo Pride**
  ◦ Give your team the credit, you take the blame

▸ **Compassionate Enough to Discipline**
  ◦ Resolute – set high expectations and follow through

▸ **Strong Enough to Say "I'm Wrong"**
  ◦ Admit your mistakes; take ownership of actions

▸ **Wise Enough to Admit "I Don't Know"**
  ◦ Don't mislead

▸ **Busy Enough to Listen**
  ◦ Always find time to listen

Developing SL Skills

- As recommended by James C. Hunter—the "Three F's":

- **Foundation:**
  - Training, mentoring, researching, & understanding what's expected

- **Feedback:**
  - 360° feedback on areas of improvement
  - Pair feedback with measurable plans to improve

- **Friction:**
  - Seek S.M.A.R.T. objectives
  - Audit your performance v. objectives

Noteworthy Servant Leaders

Companies

Individuals

Forging Strategic Vision

Vision

- **Vision is paramount – for organizations and leaders**
  - ◦ Ships don't leave port without knowing their destination

- **Vision brings various stakeholders together** Allows others to buy-in to the mission

- **Vision allows leaders to paint a picture of where they want to go**
  - ◦ Shares risk – not all on leader
  - ◦ Builds trust with the leader

Vision

Mission

Goals

Strategies

Tactics

Action plans

Why <u>Strategic</u> Vision?

- ## Captures big picture
  - ◦ Allows you to see all elements of a desired course

- ## Enhanced ability to forecast
  - ◦ Take account of various stakeholders; obstacles

- ## Reinforce/enhance local levels
  - ◦ Support/improve on more local endeavors

Strategic

Operational

Tactical
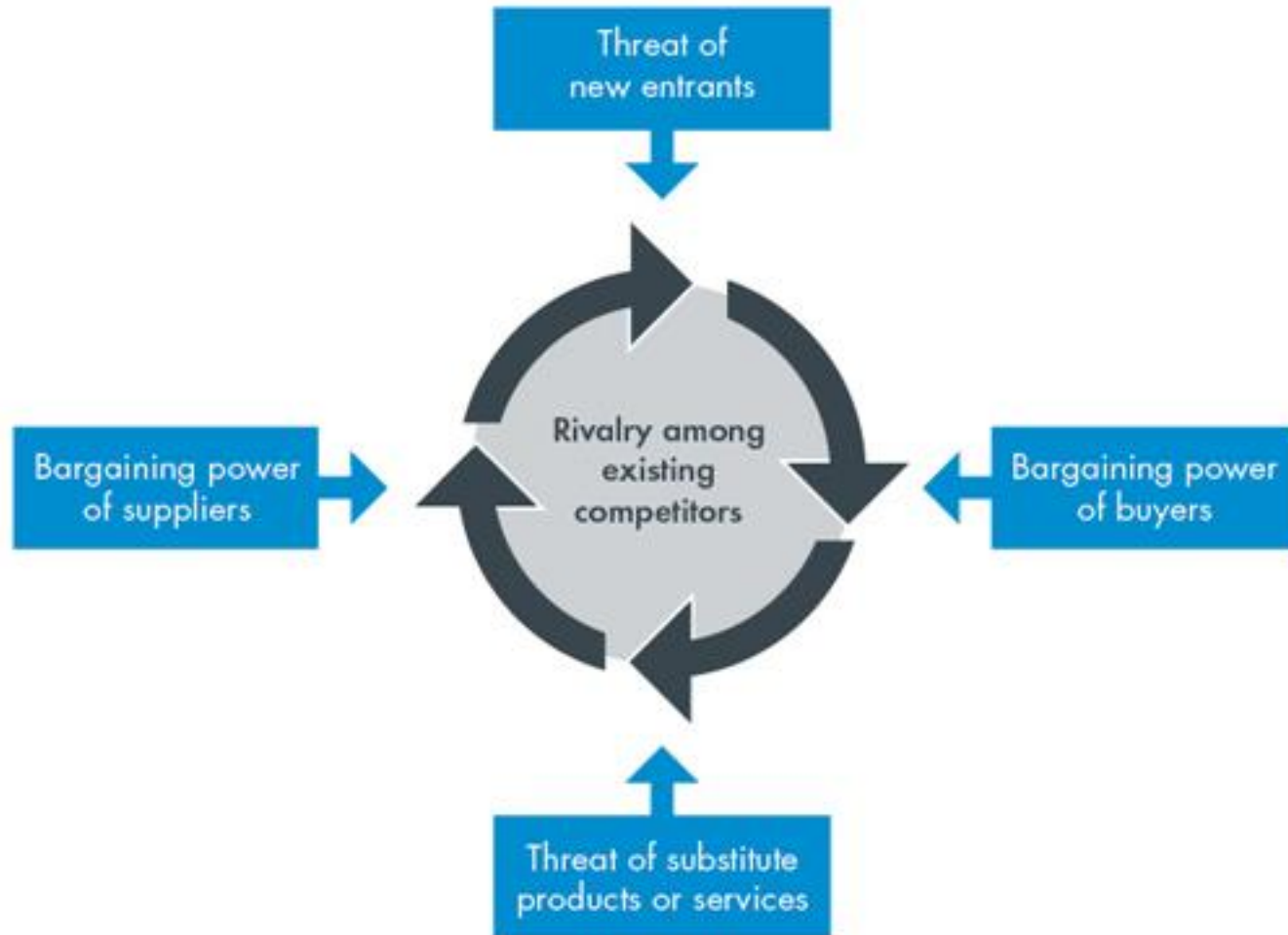
Identifying A Strategic Process

- What do you want to accomplish?

- What can you accomplish?

- What are your values?

- What are the issues?

Strategic Planning Cycle: Formulate Strategy → Propose Mission → Propose Goals → Examine Internal Issues → Examine External Issues → Summarize Findings in a SWOT Analysis

Starting Point – SWOT Analysis

Strengths
(areas you do well or advantages of your organization)

Opportunities
(external factors that may contribute to your organization and can build up your strengths)

SWOT

Weaknesses
(areas to be improved)

Threats
(potential problems/risks caused by external factors that your organization may face)

Starting Point – Porter's 5 Forces

Exercise (Post-Discussion)

▸ **Scenario:** You're leading a team of six people in a high-stress construction setting. You've been charged with three separate tasks, all of which can be performed by all team members. The deadline for completion is five hours and you have to ensure the highest quality of work. However, your team cannot stop working to take breaks and two individuals don't respond well to stress. You also have to provide periodic status updates to your superiors throughout the five hour period.

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Key Take-Aways

▸ We are all leaders, though <u>scope</u> matters

▸ SL is a style of leadership for some; not for all and not suitable for all situations

▸ Principles of SL are good for life, not just leadership

▸ Vision matters; aim for the appropriate level you <u>can</u> facilitate

Final Thoughts

▶ Be the leader others want to follow
  ◦ Build trust, create vision, and lead by example

▶ Don't get too caught up in titles
  ◦ Attract more bees with honey…

▶ Learn when to switch between leadership approaches; consider SL for you

▶ Finally, lead based on ethics, not personal gain

Thank you!

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