



Servant Leadership

Geoff Guilfooy
Presenter

Leadership Quotes to Think About

- “People are the heart and spirit of all that counts.”
-- Max DePree, author and founder of Herman Miller Office Furniture
- “Leadership is about people and the intimate, intricate relationships between them.”
-- Chuck Ferguson, *Indomitable Spirit: Life Changing Lessons in Leadership*
- “Being a leader changes everything. Before you are a leader, success is all about you. Nothing you do anymore as an individual matters except how you nurture and support your team and help its members increase their self-confidence. Put another way: Your success as a leader will come not from what you do but from the reflected glory of your team.”



--Jack Welch, former CEO of General Electric

Why is Servant Leadership Critical?

The Value of Corporate Transparency and Trust



Source: Edelman Trust Barometer 2009



2

What is Servant Leadership?

- Servant leadership is a highly effective leadership model.
- The concept was developed by Robert K. Greenleaf in 1970.
- Servant leadership is all about people and relationships.
- Servant leadership isn't about positions and titles – it is an attitude that says people and relationships are important, valuable and essential to our success.
- Servant leaders recognize that the people producing the widget are more valuable than the widget itself.
- Servant leaders understand that the greatest success is achieved when tasks are accomplished while building healthy relationships with people.

Source: Marshall Christensen Foundation



3

What Do Servant Leaders Do?

- They devote and focus themselves to serve the needs of those they lead.
- They don't ask "How can I get power? How can I make people do things?"
- They do ask "What do people need? How can I help them get it?"
- They develop employees to bring out the best in them.
- They coach others and encourage their self expression.
- They facilitate personal growth in all who work with them.
- They listen and build a sense of community.



Source: Marshall Christensen Foundation

4

How Does Servant Leadership Differ from Traditional Approaches to Leadership?

- The most common model of leadership is the "command and control" model.
- These leaders see themselves at the top of a hierarchical, bureaucratic organizational model.
- The leaders hand down commands through layers of management and expect people to **do what they are told** because they are **getting paid for it**.
- This approach doesn't meet some basic needs of people.
- People don't want to be **managed**, they want to be **led**.
- People want to be valued, respected, and given an opportunity to count and to make a difference.



Source: Marshall Christensen Foundation

5

Company Examples of Servant Leadership

- TDIndustries: \$300 million Texas company specializing in construction and facilities maintenance

Notable Quote: “Leaders see things through the eyes of their followers. They put themselves in others’ shoes and help them make their dreams come true.”
- First Fruits: One of the largest apple producers in the world based in Washington with 2,000 employees

Notable Quote: “Sure we have to make money...but profit isn’t our main motive. It becomes the byproduct of treating people with dignity, respect and mutuality, and as equals in every sense of the word. We believe if we ever stopped doing that we would implode.”



Source: Jerry Glashagel, *Servant Institutions in Business*

6

Principles of Servant Leadership

1. Servant leaders value people and relationships.
 - Respecting, serving, communicating and forgiving are how we show people we value them.
2. Servant leaders use their personal influence.
 - Choosing to influence through character and integrity is more successful than influencing with power and control.
3. Servant leaders recognize that each person has a purpose and a passion.
 - Recognizing and tapping into each person’s unique experiences, gifts and abilities empowers them to add their value.
4. Servant leaders understand the importance of creating a work environment and culture that is founded on trust.
 - Creating an atmosphere of “we” as opposed to “me” gives people greater significance and voice because they play a meaningful role in something larger than themselves.



Source: Marshall Christensen Foundation

7

Principles of Servant Leadership (cont.)

5. Servant leaders bring change and innovation.
 - **Creating an environment where change and innovation is encouraged and rewarded improves the team, the product, the process, and how we serve customers and one another.**
6. Servant leaders model leadership and service to employees and customers.
 - **Modeling service teaches employees how to serve each other and our customers.**
7. Servant leaders mentor others who can replace them as leaders.
 - **Giving away power and responsibility to those who can lead creates the next generation of servant leaders.**

Source: Marshall Christensen Foundation



8

Final Thoughts on Being a Servant Leader

- Do those I serve grow as people?
- Do they become: healthier, wiser, freer, and more autonomous?
- Do they become servants themselves?
- Do I create a safe place for those who work with me?
- Do I take time to listen?
- Do any of my actions hurt those I serve?
- Do I throw light or cast a shadow?
- Do I create fear or hope?
- Do my words match up with my touch . . . Do I walk my talk?
- Do my actions instill hope, value, significance and greatness in those I serve?
- Do the people I serve know that I believe in them - trust them?

Source: Robert Greenleaf and Chuck Ferguson



9