

Servant Leadership in the 21st Century

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Objectives

- Review Servant Leadership – War on Education
- Discuss the Power and Characteristics of a Servant Leader
- Identify Key Traits of a Servant Leader – Leadership for the Common Good
- Summarize the Paradox of Servant Leadership
- Open Discussion throughout the session

Why Servant Leadership

- You can choose to strengthen your leadership foundation by valuing, developing a shared power network.
- Caring for people that make you and your community a unique place to live and work.
- You can use this model and approach, because the War on Education impacts every community.
- People want and desire authentic leadership
- The Servant Leadership model can make you more effective in finding resolution to issues.

What is Servant Leadership?

- Servant Leadership is a way of life that influences, models, supports and encourages people to serve others first.
- It is a way to personally develop and pursue excellence in every area of life.
- It is serving the needs of others quickly and efficiently while treating people with respect, honor, dignity and integrity – this includes our internal and external stakeholders.
- Two leading companies that currently embrace the Servant Leadership model, Southwest Airlines, Chick-Fil-A.

How Does Servant Leadership Work?

Robert Greenleaf, who coined the modern day use of the term 'servant leadership' says,

1. “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.”

How Does Servant Leadership Work? (cont'd)

2. By meeting a person's legitimate needs, influence is earned by the leader, which in turn builds trust and teamwork in the organization.
3. Trust and teamwork are key ingredients in high performing organizations. To remain effective, the leader must be a person of great character and integrity and must make a daily commitment to lead by serving.

How Do We Measure Servant Leadership?

A Servant Leader seeks and welcomes honest feedback.

What baseline have you established for yourself?

- Hersey Blanchard Situational Leadership model
- John Gardner
- Stephen Covey
- MBTI – Myers Briggs Profile
- Do you have a Coach? Mentor?
- Do you know how to Negotiate – not Bargain?

What are Measures of Success? (cont'd)

A Servant Leader develops people/students, appealing to their highest potential.

- How does your mentor process work?
- Who have you advocated for?
- How do you indentify talent? Students with potential?
- Committee Chairs? Volunteers?

WHAT CAN I DO?

Servant Leadership is a choice every person can make. Whether you are a leader of a large or small group, you can lead through Servant Leadership – Leadership based on the common good.

- **Listen to what is being said and not said**
- **Empower others by giving them opportunities to lead**
- **Attitude is contagious, keep it positive.**
- **Desire and seek honest feedback because it builds trust**
- **Escalate issues to solve problems quickly**
- **Resolve to get the best results**
- **Serve because it gives you the ability to influence**

Traits

- **Empathy:** A servant leader attempts to understand and empathize with others. Workers may be considered not only as employees, but also as people who need respect and appreciation for their personal development. As a result, leadership is seen as a special type of human work, which ultimately generates a competitive advantage. . .
- **Healing:** A great strength of a Servant Leader is the ability for healing one's self and others. A servant leader tries to help people solving their problems and conflicts in relationships, because he/she wants to develop the skills of each individual. This leads to the formation of a organizational culture, in which the working environment is characterized by dynamic, fun and no fear from failure.
- **Awareness:** A servant leader needs to gain general awareness and especially self-awareness. He has the ability to view situations from a more integrated, holistic position. As a result, he/she gets a better understanding about ethics and values.

Traits

- **Persuasion:** A Servant Leader does not take advantage of his power and his status by coercing compliance; he rather tries to convince them. Constructive conflict is valued and not avoided. This differs from traditional, and authoritarian leadership models .
- **Conceptualization:** A servant leader thinks beyond day-to-day realities. That means he has the ability to see beyond the limits of the day to day and also focus on long term operating goals. A Leader constructs a personal vision that only they can develop by reflecting on the meaning of life. As a result, they derive specific goals and implementation strategies.
- **Foresight:** Foresight is the ability to foresee the likely outcome of a situation. It enables the servant leader to learn about the past and to achieve a better understanding about the current reality. It also enables to identify consequences about the future. This characteristic is closely related to conceptualization. In contrast to the other characteristics, which can be consciously developed, foresight is a characteristic which one may be born.
- **Listening:** Traditionally, and also in servant leadership, managers are required to have communication skills as well as the competence to make decisions. A servant leader has the motivation to listen actively to his fellow men and supports them in decision identification. This applies particularly to pay attention to unspoken. This means relying on his inner voice and find out what the body, mind and spirit are communicating.

Traits

- **Stewardship:** CEOs, staffs, trustees, government officials have the task to hold their institution in trust for the greater good of society. Servant leadership is seen as an accepted obligation to help and serve others. Openness and persuasion are more important than power and control.
- **Commitment to the growth of people:** A servant leader is convinced that people have an intrinsic value beyond their contributions as workers. Therefore, they should nurture the personal, professional and spiritual growth of the community and key stakeholders.
- **Building community:** A servant leader identifies ways to build a strong community within the office and their support network. They seek to use that model to develop a true community among as many people, businesses and institutions as possible.

The Ten Commandments of Leadership & Paradoxes

1. People are illogical, unreasonable and self-centered.
2. If you do good, people will accuse you of selfish ulterior motives.
3. If you are successful, you will win some false friends and true enemies.
4. The good you do today will be forgotten tomorrow.
5. Honesty and frankness will make you vulnerable.

The Ten Commandments of Leadership & Paradoxes

6. The biggest people with the biggest ideas can be shot down by the smallest people with the smallest ideas.
7. People favor underdogs, but follow top dogs.
8. What you spend years building may be destroyed overnight.
9. People really need help, but may attack you if you do help.
10. Give the world the best you got and you may get kicked in the teeth.

Change Management 601 - Education

Current State



Transition



Vision



Kurt Lewin (1890 – 1947), University of Iowa, MIT

OUR MISSION

To be the best organization in our
community/world

OUR OBJECTIVE

To help students/people succeed
To pursue excellence

OUR VALUES

We value the people in our community

OUR FOUNDATION

Humility • Confidence • Resolve • Influence

Leadership and the War on Education

- Primary image of leaders started from the military.
- Our great leaders have also been heroes.
- We need everyone thinking about new directions to pursue.
- No one person can now lead without a crystal ball!!
- Future leadership will depend on complex knowledge and innovation from all.
- 21st century leadership is not dependent on position

Written by Mitch McCrimmon, Ph.D.

The role of Innovation – Leadership – Education

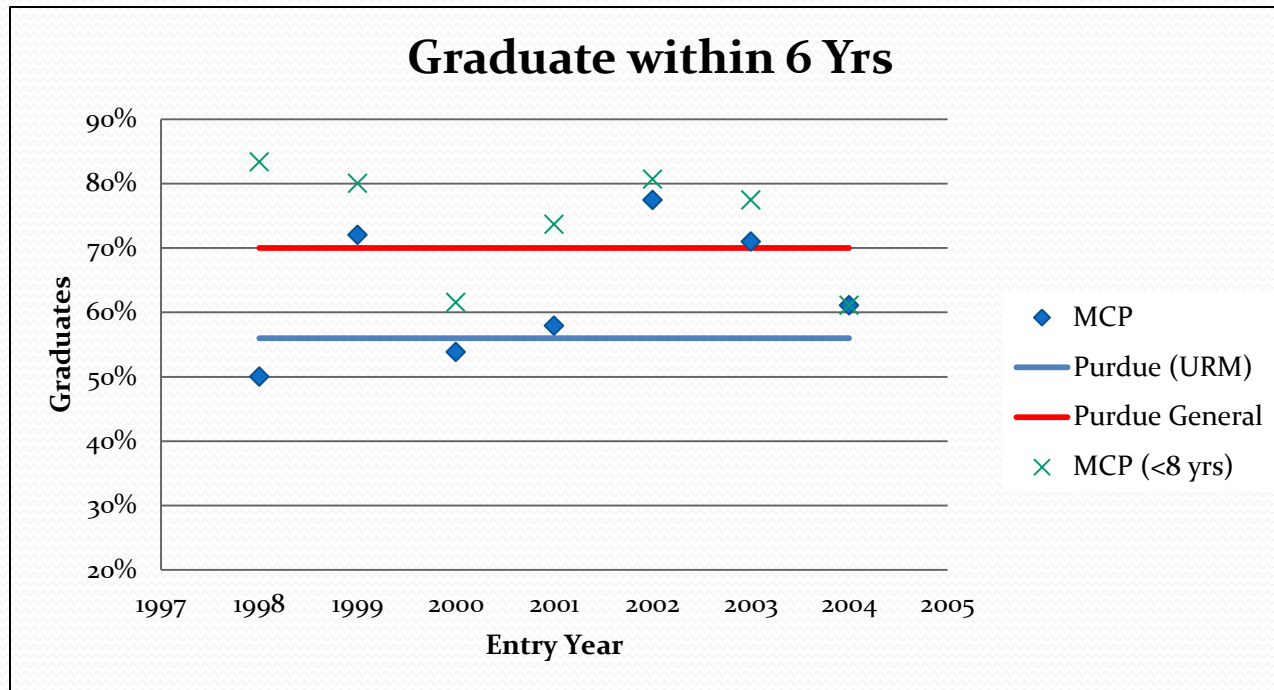
- Innovators lead by showing us where our future is likely to go next.
- We already speak of "market leaders" -- so leadership can come from anywhere.
- Where do entrepreneurs go for leadership?
- Leadership is about innovation - using more than influence skills to motivate people.

War on Education

- How big or small is the challenge?
- <http://www.collegeresults.org/collegeprofile.aspx?institutionid=151351>
- Get the Facts

Sample: Graduation Data^{1,2}

¹Data from Purdue Data Digest 2009-10 and 2010-11 reports (<http://www.purdue.edu/datadigest/index.html>) and ²Colleges Results Online (<http://www.collegeresults.org>)



Purdue's General Population is approximately **70%**

Purdue's URM Population is approximately **56%**

MCP's graduation is approximately **63%**

Between 1998-2004 - **74%** of all MCP students received degrees

Keys to Potential Success

- **Community** - supportive and encouraging environment that builds self-confidence.
- **Professionalism of Students** – sit in front of the class, establish networks, strive for excellence.
- **Integration**– know your professors/teachers, participate.
- **Excellence** – go above and beyond the norm, take advantage of study sessions, tutors, etc.
- **Proactive Counseling** – access to counseling resources with direct communication (tough love).

Leadership Scruples – What would you do?

- You're to 're reviewing the results of a community planning survey. The individual responses are confidential. You accidentally discover a way to see individual responses and comments. It would be great to know what parents or volunteers said what and why. Makes planning for the strategy meeting much easier. Do you keep reading or report the problem? What is your priority? What do you value?

Leadership Scruples – What would you do?

- You're playing golf or tennis (some competitive game) with a key volunteer for the first time. You're winning and your colleague is getting angry. Do you let them win? What is most important to you? Is this a leadership moment?

Leadership Scruples – What would you do?

- One of your best students is always late for your meetings. You are planning to congratulate them today on a brilliant suggestion they recently made. You get an email that morning that another student came up with the idea. What would you do? Do you address the tardiness? What is your priority? What do you value?



What Questions...Comments?

Thanks for your participation.

Summary of Servant Leadership in the 21st Century

- Servant leadership is needed now more than ever.
- The traits and characteristics are not easy.
- The key basics of a servant leader can be learned.
- It is a paradox from most leadership practices.

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Resources

- *Servant Leadership*, Robert Greenleaf
- *Leadership for the Common Good*, Crosby and Bryson
- *Getting to Yes*, Fisher and Ury
- *Managing at the Speed of Change*, Conner