

SERVANT LEADER FORMATION

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“A better approach to leadership, one that puts serving others – including employees, customers, and community – as the number one priority” (Ferch, 2015, p. 8)

“INTRODUCTION”

Servant-leaders practice a very specific, mindful and intentional style of leadership that may seem antithetical to other leadership styles one may have been exposed to in action or instruction.

The goal and intention of Servant Leader Formation is to provide context around what servant-leadership entails including examples of successful servant-leadership in action, why and how it can be utilized to positively impact an organization & an implementation strategy to mentor burgeoning servant-leaders



WHO: SERVANT LEADERS IN ACTION



**MOTHER
THERESA**

HEALING:
“a powerful source of
transformation and
integration”
(Mathew, 2021, p.33)



**HARRIETT
TUBMAN**

EMPATHY:
“the ability to
participate in another
person’s feelings or
ideas”
(Thompson, 2000, p. 181)



**VIKTOR
FRANKL**

GROWTH:
commitment “to the
personal, professional
and spiritual growth
of the whole person”
(Mathew, 2021, p.167)



**NELSON
MANDELA**

FORESIGHT:
“a sense for the
unknowable” and
“ability to foresee the
unforeseeable”
(Greenleaf, 2000, p. 35)



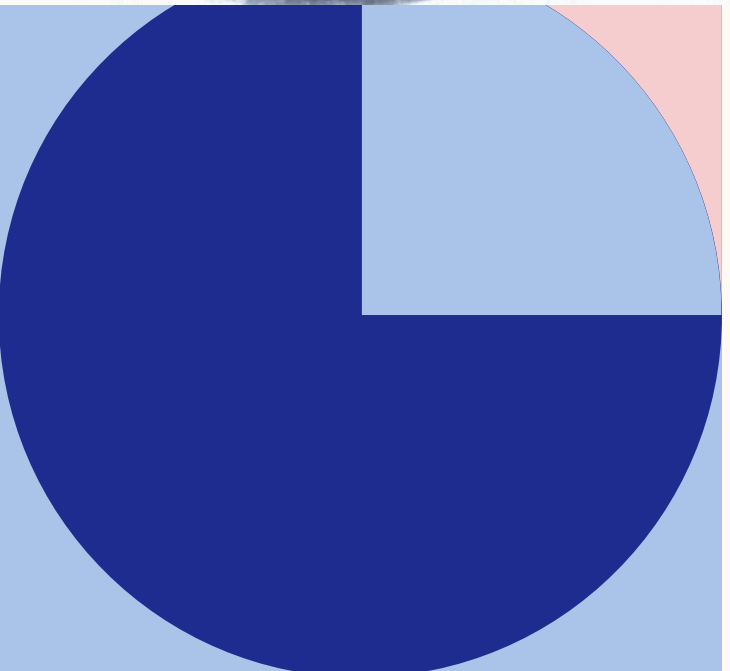
**HERB
KELLEHER**

LISTENING:
Authentic listening
“to the thoughts,
feelings, and
experiences of others”
(Mathew, 2021, p.2)

WHAT IS SERVANT LEADERSHIP:

“It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead...The best test of a Servant leader, and difficult to administer, is this: Do those serve grow as persons? Do they while being served become healthier, wiser, freer, more autonomous, and more likely themselves to become servants? (Sipe, 2015, p. 1)





SERVANT LEADERSHIP: WHEN

WHEN YOU DECIDE YOU'VE BEEN CALLED

- “I have found that the simple acknowledgement that we are all in training to be Servant-leaders provides the freedom to not be perfect, to not get caught in absolutes, and to explore, experiment, struggle, make mistakes reflect, and continue to enhance our awareness as we progress on this most naturally human and yet challenging, and transforming way of being in the world”

CONSTANTLY THEREAFTER:

- “The more we learn and practice Servant-leading, the more it remains before us like a mystery calling us forth to greater creative depths awareness, understanding and practice”

- (Horsman, 2018, p.12)

SERVANT LEADERSHIP: WHERE

- PROFESSIONALLY
- PERSONALLY
- COMMUNALLY



The Servant-leaders “role becomes that of servant, servant of God, a servant to other people, a servant of the situation, or if you don’t want to use God language, a servant of what is best”
- **Dr. Michael Carey**

(Ferch, 2015, p. 42)

WHY SERVANT LEADERSHIP

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"Serving-first deploys differently than choosing to lead for power or recognition, and therefore the outcomes will not only bear fruit differently, but will bear different fruit and, over time (as research evidence affirms) will bear more abundant fruit than traditional leadership" (Horsman, 2018, pg. 29)

PERSONAL BENEFITS

- Humility
- Integrity
- Awareness
- Understanding
- Morality
- Empathy
- Foresight

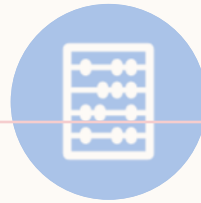
PROFESSIONAL BENEFITS

- Cultivates a Culture of Belonging
- Creates a Culture of Accountability
- Compassionate Collaboration
- Collaborative Culture
- Systems Thinking
- Transcend Systematic Productivity
- Reframing of organizational mission, strategy and structure

MORAL AUTHORITY: HEART/MIND INTEGRATION

“If we do not work to serve others, we fail to act as morally intelligent leaders...Moral intelligence is a recognized human capacity”

(Horsman, 2015, p. 91)



MORAL INTELLIGENCE:

“Enhances our capacity for listening, reflecting on, and discerning the moral consequences of our reasoning, judgement, decisions, and actions” and culminates in “the creation of human flourishing”

(Horsman, 2015, pp. 91-92)



EMPATHY & COMPASSION

- “Empathy is a crucial building block of moral intelligence
- Empathy is integral in moral ethical decision making and moral ethical action”

(Horsman, 2015, p. 93)

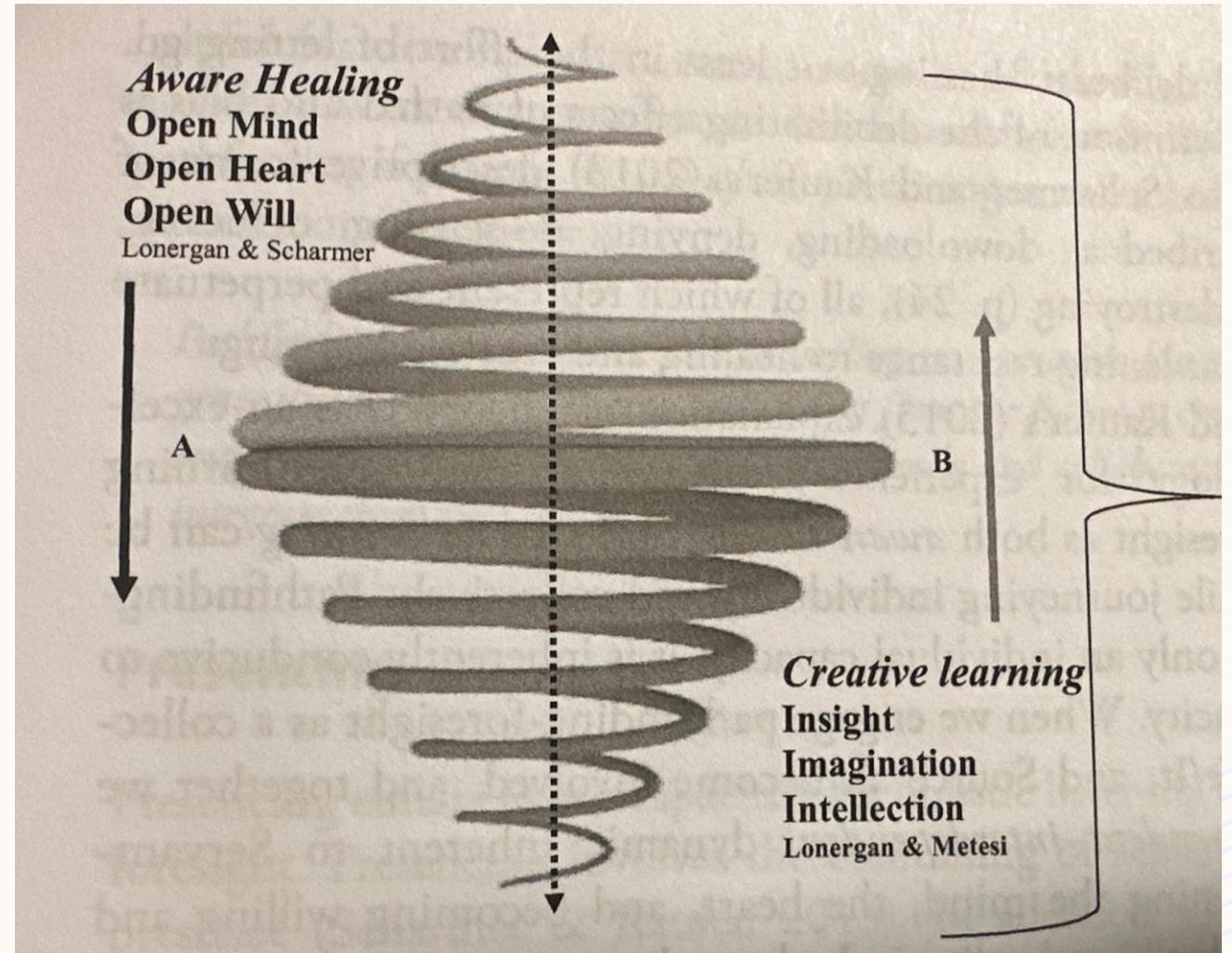
METHODS FOR DEVELOPING SERVANT LEADERS

Roadmap to Pathfinding-Foresight:

“Aware healing and creative learning symbolize an awake vertical state of coming to know that may occur in a moment of insight, or some other form of learning. Both spirals emerge in the present moment. The upper (lighter) spiral symbolizes aware healing descending from above and the lower (darker) spiral symbolizes creative learning arising from below. When both occur, insights are less distorted and biased”

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(Horsman, 2018, p. 145)



DISPOSITIONS, CAPACITIES, VALUES/SKILLS: A SERVANT LEADER CONSCIOUSNESS IS PROFOUNDLY RELATIONAL, CREATIVE, HOLISTIC AND INTEGRATIVE

EMPATHETIC MORALITY

- Accepts/Delegates Responsibility
- Seeks Integrity & Forgiveness
- Serves with respect & compassion

PROMOTES COMMUNITY

- Nurtures actualization
- Culture of belonging
 - Practices independence-interdependence
- Demonstrates appreciation, builds trust
- Inspires confidence

LISTENS SEEKING CLARITY BEFORE INFLUENCE

- Holistic & Generative Listening
- Empathetic & Generative Dialogue
 - Discernment
- Persuasive Influence

PRACTICES FORESIGHT

- Heals & Learns Creatively
- Pathfinding Foresight
- Envisions, Conceptualizes, Enacts
- Uses Adaptive Framework

MODELS SYSTEMS THINKING

- Servant Stewardship
- Seeks Congruence & Harmony
 - Whole Systems Synergy
 - Thinks & Acts Strategically

MENTORING STRATEGY

“From the standpoint of servant-leadership, when I try to become a mentor for other people...I try to make sure the person feels challenged by me to be all that they can be but I never give them a sense that there’s something they could do or a mistake they could make that would make me turn away from them and say, “Oh I must have made a mistake to see anything in you.” Unfortunately, many of us experience that way too often in our professional and personal lives” (Ferch, 2015, p. 41)

- Generate a coach (Greenleaf, 2002, pp. 137-138)
- Lead by example
- Use dialogic communication and listening (Horsman, 2018, p.112)
- Offer unconditional support

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