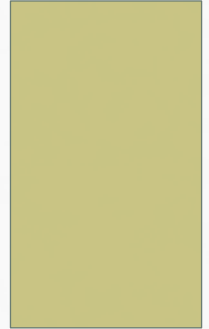


# SERVANT LEADERSHIP

HELPING OTHERS, AND YOU, BE SUCCESSFUL



Bob Beck

## BECK'S PERSONAL JOURNEY

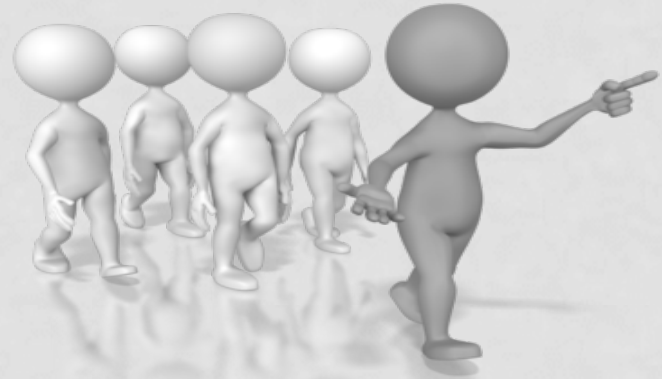
From servant to  
authoritarian, and  
back to servant



- First manager job was mentored as a servant
  - Privileged exposure to Robert Greenleaf @ Bell Labs
- Ascended quickly to C-level positions
- Became convinced, via observation, that successful leaders were authoritarian know-it-alls
- Professional productivity and results plummeted; personal life impacted
- Reflection and coaching brought me back
- Found my “authentic leader” but still learning

# ABOUT LEADERSHIP

- Leadership is a journey
- Leaders craft their own style
  - Skills and Experience
  - Personal bias and authenticity
- Leaders are shaped by the landscape they find themselves operating within



# WHAT IS A LEADER?

- Broad definitions
- Born leader
- Leadership inside the workplace
- Leadership outside the workplace
- What is your definition of a leader?



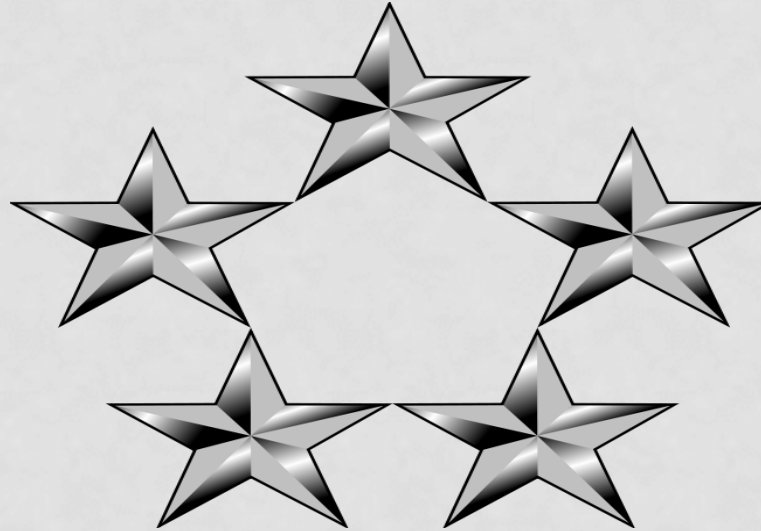
*1 billion books on  
the subject*

# IMPORTANCE OF LEADERSHIP

- Cultures are defined by leaders
  - “People are influenced by and act as their leaders do”
- Vision and direction are crucial
  - “The masses are not self-inspired and need to know how they connect to the greater good”
- People want leadership
  - “Associates thirst for development, support and help removing obstacles”

# WHAT IS SERVANT LEADERSHIP?

- Both an ancient philosophy and modern practice, servant leadership enriches the lives of individuals, builds more effective organizations of all kinds and, ultimately, creates a more just and caring world.
  - Laozi, Chinese philosopher, first written thoughts in ~500 BC
  - Christians, Islam and nearly every major religion embraces the philosophy in one form or another
- “The Servant as Leader”, written by Robert Greenleaf from AT&T in 1970, began the dialogue around Servant Leadership
  - Modern manifesto that drove business interest



## LEADERSHIP RESPECT

"THEY WILL RESPECT THE RANK BECAUSE THEY HAVE TO, BUT  
THEY WON'T RESPECT THE LEADER UNLESS THEY EARN IT."

- OMAR BRADLEY, GENERAL OF THE ARMY

# TRAITS OF A GREAT LEADER

- Perception
  - "Great leaders have a strong following; even outside their reporting structure."
- Results
  - "Great leaders achieve beyond what's requested."
- Ecosystem
  - "Great leaders don't leave a wake, are sought after, respected and seen as credible."





## BEING A LEADER

"ISN'T WHAT YOU DO, BUT WHO YOU ARE"

- BILL HAZELTON

# LEADERSHIP DEFINED

The textbook definition is telling

Authoritarian

Servant

lead·er·ship

*noun*

1. the position or function of a leader, a person who **guides** or directs a group: Synonyms: administration, management, directorship, **control**, **governorship**, **stewardship**.
2. ability to lead: Synonyms: **authoritativeness**, **influence**, **command**, **effectiveness**; sway, clout.
3. an act or instance of leading; **guidance**; direction
4. the leaders of a group

# HOW MANY OF US WERE TAUGHT

- Employees are a means to an end; **Control**
- Labor versus Management; **Command**
- Communication and Decisions; **Authoritativeness**
- Hire people that fit the mold; **Governorship**



## MASTER'S ADVICE

"YOU MUST UNLEARN WHAT YOU HAVE LEARNED."

- YODA

# ARE THEIR BAD LEADERS?

- Of course! But remember, beauty is in the eyes of the beholder!
- Bad leaders aren't typically born that way; they learn from observing others
  - i.e. Suzy manages with an iron fist and got promoted; maybe I should too!
- The mindsets of a bad leader are not typically overt; *unless they're deranged*
- Bad leaders have a limited inner compass and focus on themselves
- Bad leaders are everywhere in life; our challenge is to adopt a personal leadership style sustains despite the deranged!

# BAD LEADER TRAITS

Lacks vision

Can't lead  
themselves

Lack of  
performance

Know-it-alls

Poor  
communication

All about them

Lacks empathy

My way or the  
highway

Lacks focus

Won't breach  
their comfort  
zone

Lacks client  
focus

Not invested  
into others

Not  
accountable

Culture  
unimportant

Lacks courage

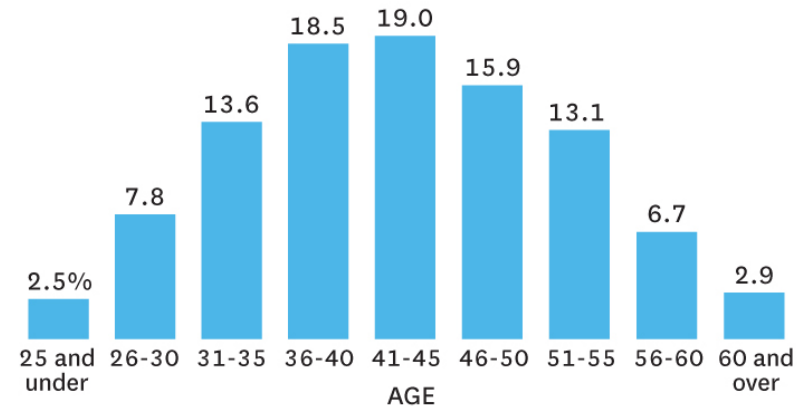
*Forbes, Mike Myatt, 10/2012*

# WHAT LED TO THIS

- Promotion validates the leader
  - “You’re promoted – get on with it.”
- Functional performance demonstrates leadership
  - AKA best salesperson = best sales manager
- Mentoring is overrated
  - “Leaders are self-mentored.”
- Training not required
  - “Leaders are self-taught”

## WHEN DO MANAGERS FIRST GET LEADERSHIP TRAINING?

On average, at age 42—about 10 years after they began supervising people.



SOURCE ZENGER/FOLKMAN TRAINING DATABASE

HBR.ORG



## SMART LEADERS

" BEING SMART AND LEADING SMART PEOPLE ARE  
DIFFERENT. "

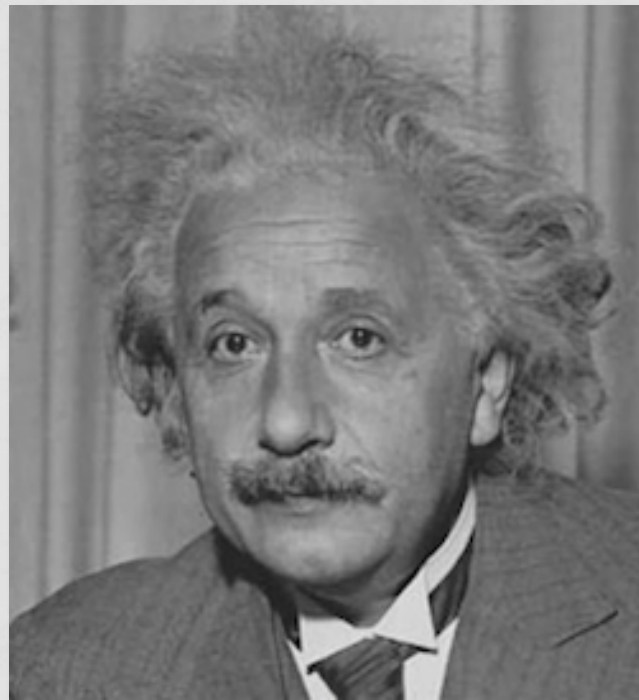
- BOB BECK



# SMART PEOPLE = RESULTS

Smart Leaders know:

- Hiring and retention of Smart People is important!
- Personal success is a yield from Smart People
- Leveraging versus using talent
- Importance of hiring the right talent
  - "Hire to your culture." – Bill Hazelton



# SMART PEOPLE & LEADERS

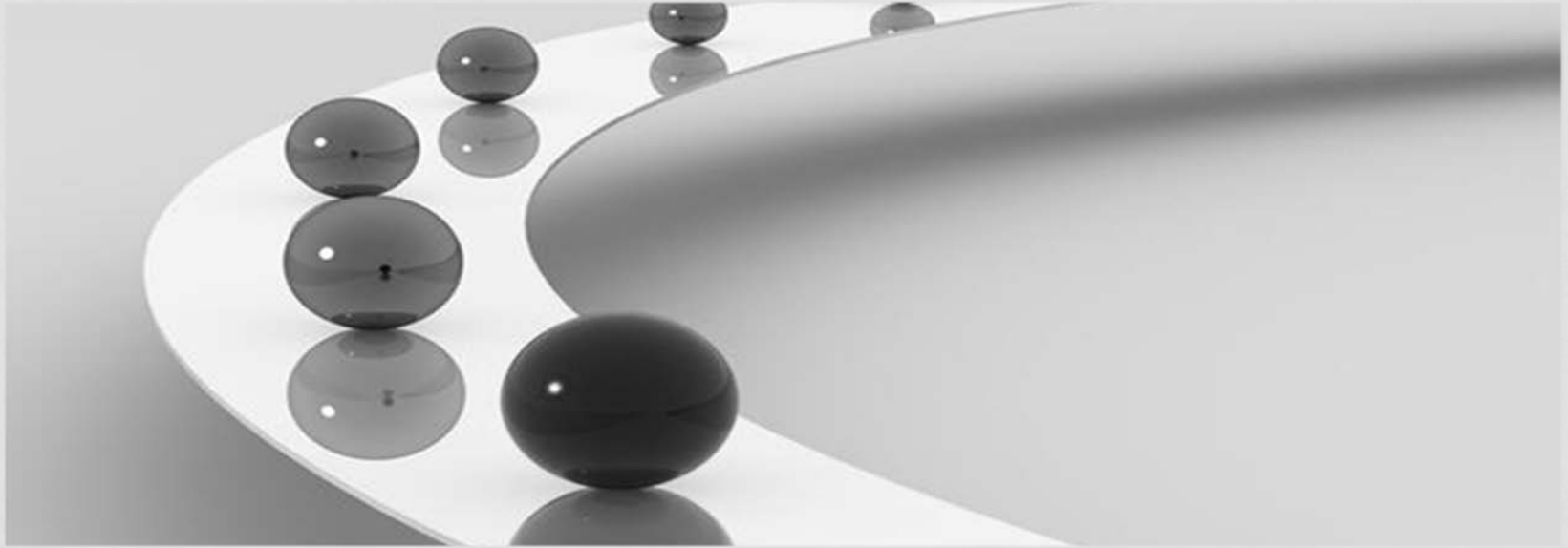
## Smart People

- Want support
- Want direction
- Want empowerment

## Smart Leaders

- Listen
- Collaborate
- Thoughtfully empower

*Unfortunately, leaders don't always enroll in this thought process.*



## ADVICE FOR LEADERS

"NOBODY CARES WHAT YOU THINK ANYMORE, THEY  
NEED A LEADER. YOUR JOB IS TO SHUT-UP, LISTEN,  
UNDERSTAND, SHAPE, AND ENCOURAGE!"

- DR. WILLIAM BAKER, PRESIDENT OF BELL LABS

# LEADERSHIP STYLES & TRAITS

Traditional Leader	Servant Leader	Yes Leader
Talks over Doesn't care Not important Of themselves Orders Mandates Personal vision Commoditizes Themselves Passive participation	Listens Empathizes Heals Aware Persuades Conceptualizes Foresight Stewards Grows people Builds community	Agrees by default Cares – not helpful Passive Disengaged Avoids Dreams Day to day Gets By Pretends Joins communities

- Traditional leaders sometimes miss the opportunity to get the best from themselves and their teams
- Yes leaders, or “Smiling Sam’s” are more interested in avoiding leadership than participating

# SERVANT LEADERSHIP

HELPING OTHERS BE SUCCESSFUL

# SERVANT LEADER

*continuously evolves*

invests

**Trusts**

*to show and build character*

listens

cares

**Serves**

*to enable others success*

supports

vision

**Inspires**

*to ensure change*

leads

# SERVANT LEADER TRAITS

- Listens intently
- Identifies will of the group
- Helps clarify that will

Listens



- Strives to understand
- Assumes positive intent
- Empathetic listener

Empathizes



- Heals self and relationship to others
- Rights emotional hurt

Heals



- Self-awareness
- Sharply awake – reasonably disturbed

Aware



- Reliance on persuasion versus positional authority
- Drives group consensus

Persuades



- Dream great dreams
- Thinks beyond day-to-day
- Balances conceptual thinking w/day-to-day

Conceptualizes



- Foresee outcomes
- Learns from the past, understands today and consequences for the future.

Foresight



- Serves the needs of others
- Openness and persuasion versus control

Stewards



- People have an intrinsic value
- Committed to growing every individual
- Empowers

Grows people



- Finds value in groups
- Forms and joins communities
- Enables showing the way to others

Builds community



# SERVANT LEADER MYTHS

- Doesn't engage or drive results
- Avoids confrontation with clients, staff, peers and superiors
- Shields themselves from constructive input
- Insulates themselves from negative events
- And so on...

*Fear of Servants – fuels the myths*





## SERVANT'S TOOLKIT: MANAGERIAL CONTROLS

TECHNIQUES USED BY MANAGERS TO ENSURE RESULTS  
BASED UPON THE ORGANIZATION'S STRATEGIES

# MANAGERIAL CONTROLS

- Servants use controls?
  - Absolutely! Controls are a necessary function of a leader.
- Controls can be a double edged sword
  - Too much lends itself to demonstrating a “lack of trust”
  - Too little lends itself to an “absentee landlord”
- Fear can/will drive the creation of managerial controls; knowingly or not
  - “I need to review every detail because I’m the manager”
  - “What happens if my boss asks me a deep detailed question?”
- Managers need to devise flexible and transparent managerial controls
  - Active and Passive Controls

## ACTIVE & PASSIVE CONTROLS

Transparent  
Adaptive  
Persistent  
Reliable  
Stylistic to leader  
Aligns with level of responsibility

### Active Control Examples

- Metrics / Dashboards
- 1:1's / Skip Levels
- Project Reviews
- Huddles



### Passive Control Examples

- Water cooler
- Team Meetings
- Client Meetings
- MBWA

*"How do we become trustworthy, without first being trusted?"*

# YIELD FROM CONTROLS

- Trust is demonstrated and reinforced
- Empowered workforce
- Managerial scale
- Ability to action “the important”
- Improved productivity for all involved
- Better quality of life for everyone; including You!



## SERVANT'S TOOLKIT: EMPOWERMENT

"AN EMPOWERED ORGANIZATION IS ONE IN WHICH INDIVIDUALS HAVE THE KNOWLEDGE, SKILL, DESIRE, AND OPPORTUNITY TO PERSONALLY SUCCEED IN A WAY THAT LEADS TO COLLECTIVE ORGANIZATIONAL SUCCESS."

- STEVEN COVEY

# DELEGATING VS. EMPOWERING

## Delegating

- Here is what I want you to do
- This is how you do it
- This is what I want it to look like
- This is what you need to do next
- I'll give you the last 5%
- I own it
- Here's where I see this going
- Concrete
- Follow the company line
- Perform tasks
- No room for other leaders
- Guided by preference
- Here's my opinion

## Empowering

- What do you need from me?
- This is your role
- This is where we're going
- This is how it fits in the big picture
- I'll let you contribute the last 5%
- You own it
- Where do you see this going?
- Fluid
- An opposite view is encouraged
- Results
- Room for other leaders
- Guided by values
- What's your opinion?

***Critical for leaders to understand how/when to use both techniques!***

# IMPORTANCE OF EMPOWERMENT

- Two minds are better than one and so on...
- People want the opportunity to participate
- You can't really scale without it
- Smart people thirst for this!



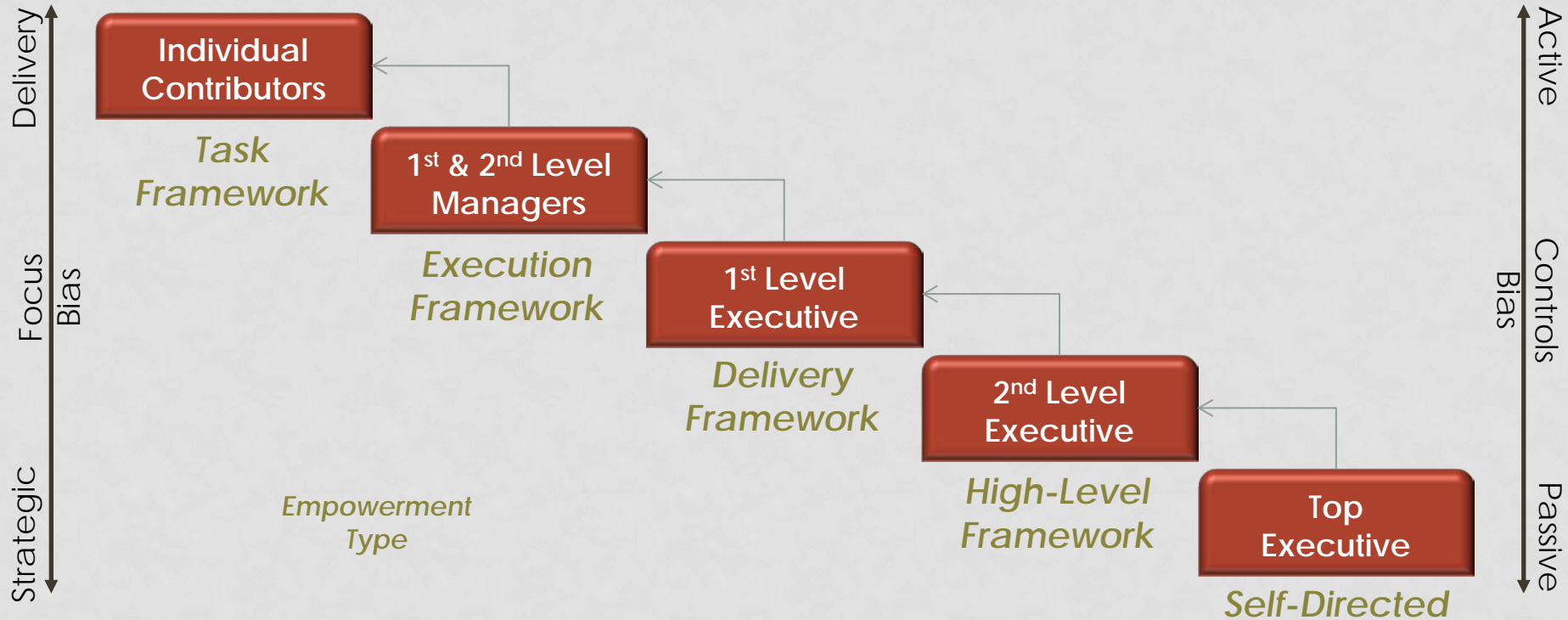
# RISKS OF EMPOWERMENT



- Passing a “spinning plate” means sometimes it will crash
- Not establishing the appropriate boundaries for each individual can be costly
- Not understanding your personal limits can be disastrous
- Not empowering, leaves much on the table for you and your teams



# UNDERSTANDING EMPOWERMENT AND CONTROLS





## SERVANT'S TOOLKIT: MENTORING & DEVELOPMENT

"TELL ME AND I FORGET, TEACH ME AND I MAY  
REMEMBER, INVOLVE ME AND I LEARN."

- BENJAMIN FRANKLIN

# MENTORING

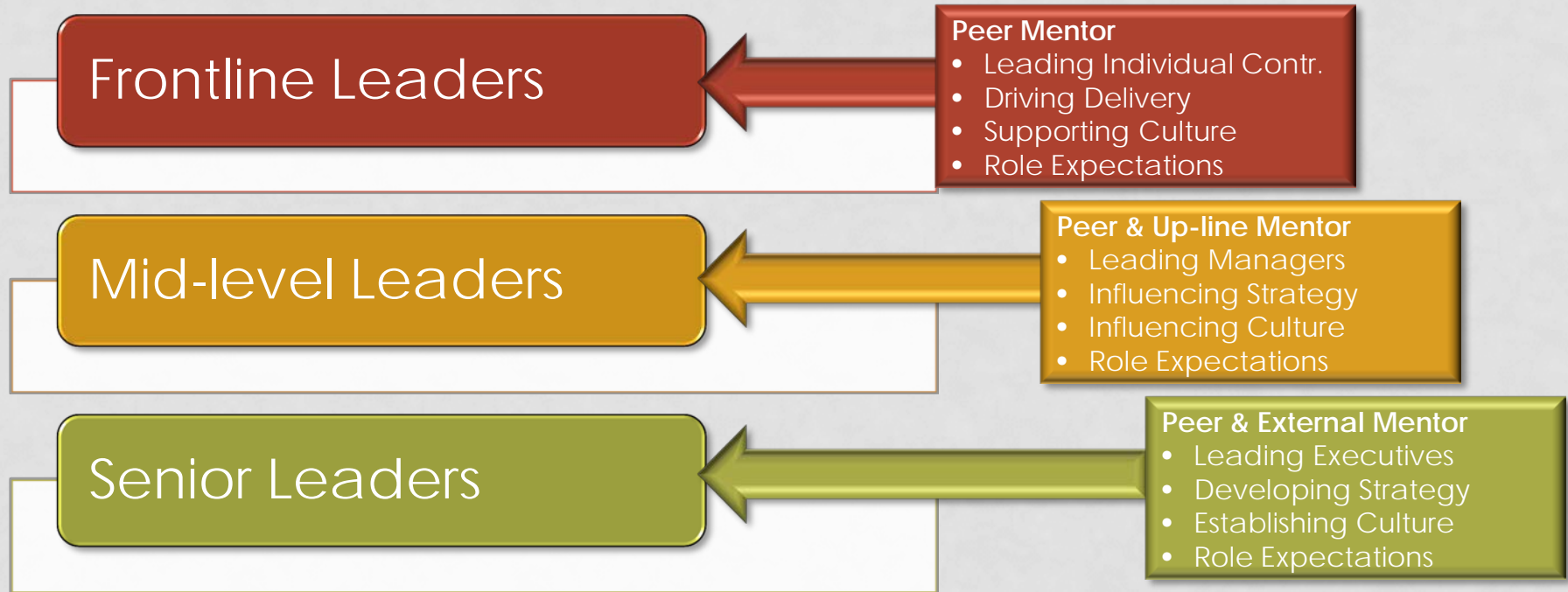
- Great leaders want mentoring
- Leaders sometimes don't ask for mentoring
- Mentoring improves the mentee and mentor
- Mentoring is a part of winning cultures

# HOW TO MENTOR

- Mentoring is a technique
  - Even the best leaders need assistance in “how to mentor”
- Mentoring is confidential
  - Open and trusting relationship is essential
- Mentoring is ongoing
  - Having a resource, peer or superior, that you can contact is invaluable



# MENTORING BY LEVEL





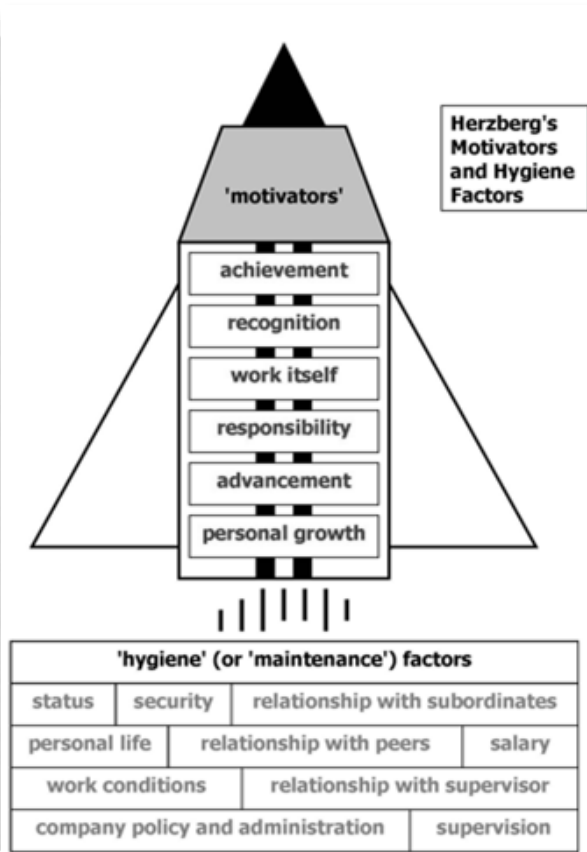
## SERVANT LEADERS VALUE PROPOSITION

"WE MAKE A LIVING BY WHAT WE GET,  
BUT WE MAKE A LIFE BY WHAT WE GIVE."

- WINSTON CHURCHILL

# THE LEADERSHIP DIFFERENCE

- Herzberg argued that people want “real motivators”
  - Achievement
  - Recognition
  - Work Itself
  - Responsibility
  - Advancement
  - Personal Growth
- Leadership must “enable” these motivators, else they are difficult to achieve



# SERVANT'S REWARD

- Is it enough to just be a leader and not help others?
- Is being the best leader no different than being the best engineer?
- Does it matter what method as long as you/we win?
- Is the juice worth the squeeze?

**"Make your life matter.**  
Be of use. **Serve** as many people as possible. This is how each of us can **shift from the ordinary into the extraordinary** and walk amongst the best who ever lived."

- Robin Sharma

Video: The Rules for Being Amazing



# SOME FINAL THOUGHTS

HOW DO YOU DISCOVER YOURSELF?

# ARE YOU A SERVANT LEADER?

- Many find themselves already “servant oriented”
- Do you embrace Servant Leader traits?
- **Authenticity** is the key for any leadership style
  - Do you understand the value proposition?
  - Can you embrace the possibilities, the up and down moments, that come with this journey?

# CHALLENGE YOURSELF

- Reflect upon your leadership style and that of others
  - What worked well, could have been better or not done at all?
- Seek opportunities where a Servant could emerge
  - Remember that authenticity is important; don't force it
- Continue to learn about leadership and help others
  - Trust your instincts and search for your "leadership center"

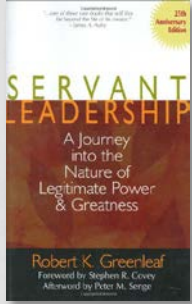
# JOURNEY TO SERVANT LEADER

- Assess your current style
  - Understand what works and doesn't work for you today
  - Ask others you trust; be prepared for honesty
- Develop your intended style
  - Engage mentors, research, discuss with your staff
  - Adopt what works for you!
  - Servant Leaders must be authentic; fails if forced
  - Accept failure as a gift
- Learn and improve
  - Your journey never ends
  - Leadership styles evolve; rarely static

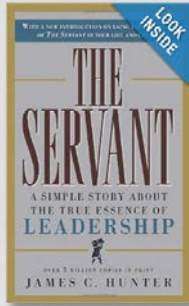


Video: Servant Leadership

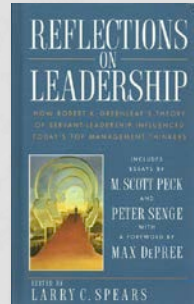
# REFERENCE MATERIALS



The definitive text on modern Servant Leadership by Robert K. Greenleaf



One person's journey from despair to Servant by James C. Hunter



How a change in leadership made a difference by Larry C. Spears