



# SERVANT LEADERSHIP

AN INTRODUCTION TO...



Bellebeck

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# FUTURE PROOFING LEADERSHIP

**The nature of work and the workplace has changed drastically. The markets we serve, the needs of customers and the expectations of employees are changing. Gallups most recent survey reports that only 13% of employees worldwide are engaged at work and that over 70% of the variance in employee engagement is directly attributable to manager effectiveness, folks largely have a good or a bad day at work because of you.**

**It's critical that individuals and organisations focus on improving leadership capability. In order to deliver customer value, enjoy the work we do and help create a positive and productive working environment it's important to reflect on what that means for leadership.**

You may be thinking, 'So what kind of change is needed'? 'What kind of leadership behaviours and attributes are needed and valued'? And those questions might be followed by more such as 'What should I prioritise and how do I go about developing in these areas'?

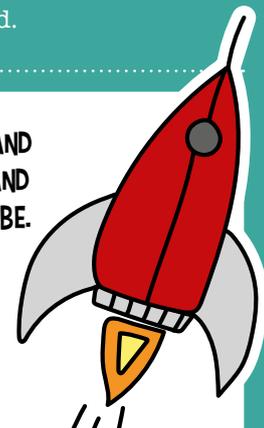
This guide looks at Servant Leadership which is a tried and tested, vital and empowering approach to managing yourself and leading others.

Servant Leadership makes sense, it's a sustainable & powerful form of leadership that should be the choice of those interested in transforming ways of working.

Whether you are new to leadership or an old hand this guide is intended to help you think about how you might develop your own skills in order to ensure the success and happiness of yourself and the team you lead.

**THIS GUIDE IS ACCOMPANIED BY A RANGE OF RESOURCES INCLUDING A COMBINED 360 DEGREE AND SELF ASSESSMENT, A SET OF DEVELOPMENT GUIDES COVERING ESSENTIAL SKILLS (WITH TIPS) AND OUR 3 MIN INTRODUCTION TO SERVANT LEADER ANIMATED FILM WHICH IS AVAILABLE ON YOUTUBE.**

**WE ALSO DELIVER A RANGE OF WORKSHOPS THAT BRING THIS PROVEN AND PROGRESSIVE APPROACH ALIVE - HELPING FOLKS UNDERSTAND WHY SERVANT LEADERSHIP IS A GREAT FIT FOR MANY INDIVIDUALS AND ORGANISATIONS.**



# WORK IS NOT WORKING IT'S CRAZY OUT THERE...

**Today's workplaces are experiencing change at unprecedented rates, 10 years after global recession we're still struggling - Gallup report that every indicator of employee engagement has remained static for the last decade.**

Organisations are struggling to keep up with technological and social change in a shrinking world where the workforce is both ageing rapidly (over 65's now outnumber the under 16's) and inhabited by a new generation who demand a very different experience of work.

Nearly 50% of us report working in a matrixed environment, 25% of parents don't return to work after the birth of a child and stress/depression has overtaken back and neck injury as the main reason for sickness absence.

Conflict and uncertainty are on the rise and our values have by degrees shifted to make us more insular. Our internal monologue is more likely to be 'what's in it for me' rather than 'what can I do for others'.

Problems are complex and interconnected - thinking is divergent - it's crazy out there.

Volatile      Uncertain

## So what can we do to help?

The sooner we accept we simply can't know it all the better, gone are the days of the hero leader who has the knowledge and capacity to know and be involved in everything. We have to break the habit that sets leaders up to compete over collaborate, self promote and followers to seek out and respond to authority over knowledge.

Volatility, uncertainty, complexity and ambiguity (VUCA) is an acronym used to describe perfectly what is happening in the global business world today.

Rapid change is putting extreme pressure on leaders who need new skills to see through the mist.

Modern leaders should shift thinking, power and decision making from the few to the many, be adaptable and employ listening, experimentation & learning as new core skills.

Complex      Ambiguous

# LEADING WITH INTENT

**It's more important than ever that organisations agree on and put into practice what good leadership means to them and their people and that a clear statement of intent is reflected in recruitment, training, development & recognition policy and practice.**

Many organisations have dated, implied or simply an absence of leadership philosophy - it's no surprise when employee opinion surveys and other such 'dip tests' plays that observation back.

Effective organisations pay attention to eroding the 'say - do' gap that exists to some degree in every workplace which erodes trust and limits employee engagement.'

Forward looking organisations should have a clear response to the questions how do we want our people to lead? what does leadership mean here? and, how will we see & feel that in action? and put in place ways to train & coach folks - intent without action is just noise!

**It's also important to agree how to deal with folk that can't meet exceptions? well developed Servant Leaders have teeth and help those that don't fit in 'out'.**



**The focus of leadership needs to be shifted from process and outcome to people and the future. The new challenge for management and leadership education is threefold:**

**A**

How to develop workers and unleash their creative potential

**B**

How to create a positive workplace that will attract and retain talented knowledgeable workers

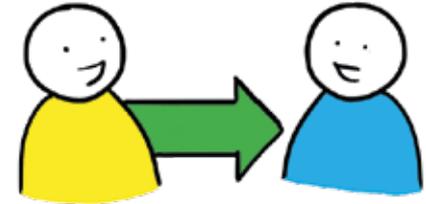
**C**

How to reinforce innovation and risktaking to adapt to an uncertain future.

New competencies are required to develop and manage the social/emotional/spiritual capital. New types of leaders are needed to create new futures

# WHAT FOLLOWERS WANT

A survey conducted by the Economist Intelligence Unit highlights the top three desired leadership qualities as:



Ability to motivate staff (35%)

Ability to work well across cultures and geographical boundaries (34%)

Ability to facilitate change (32%)



When it comes to motivation, our current business operating system - which is built around external, carrot-and-stick motivators - doesn't work and often does harm.

**Dan Pink says we need an upgrade to a new approach with three essential elements:**

1. **AUTONOMY - THE DESIRE TO DIRECT OUR OWN LIVES.**
2. **MASTERY - THE URGE TO GET BETTER AND BETTER AT SOMETHING THAT MATTERS.**
3. **PURPOSE - THE YEARNING TO DO WHAT WE DO IN THE SERVICE OF SOMETHING LARGER THAN OURSELVES.**

The role of leader really is moving from manager to facilitator, making transformation happen by transferring control from the few (or the centre) to the many.

## BALANCING A CONCERN FOR RESULTS WITH RELATIONSHIP

**Robert K. Greenleaf first coined the term Servant Leadership in the 1970's whilst at AT&T , Larry Spears built on Greenleaf's work producing the current set of Servant Leader principles shared and explored across a catalogue of contemporary leadership texts.**

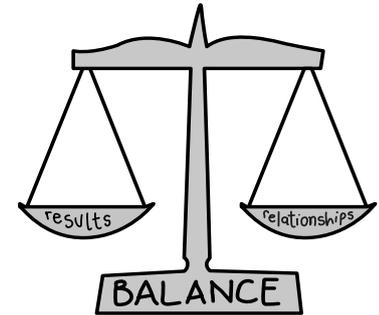
It's not hard to spot Servant Leadership themes within the work of people such as Steven Covey, Ken Blanchard, Jim Collins, Marshall Goldsmith & Scott Peck all talk about leadership in these terms, did you know that in 'Good to Great' Jim Collins originally intended to call Level 5 Leaders 'Servant Leaders'? he just feared folks would not get the point.

Servant Leadership is not a style or technique, rather it's a way of behaving - one that is optimistic and democratic. The concept of Servant Leadership is vital and empowering, it has the potential to deliver far more of what we're all really after; influence.

**But why does that happen?** because when you adopt a servant mentality, it's not about you. Removing self interest and personal glory from your motivation on the job is the single most important thing you can do to inspire trust. When leaders focus on the success of their organisation and team it comes across clearly, they ask more questions, listen more actively and value others needs and contributions. The result tends to be more thoughtful, balanced decisions.

The benefit to adopting a Servant Leadership approach is improving inclusiveness and decisions making.

Leaders exhibiting that kind of behaviour tend to develop influence far more consistently than leaders who believe they have all the answers. **It can be helpful to treat the Servant Leadership approach as a CRITICAL GUIDEPOST to help you lead and manage.** The very first step is removing the thought that your team work for you, more that they work for themselves and the good of the organisation.



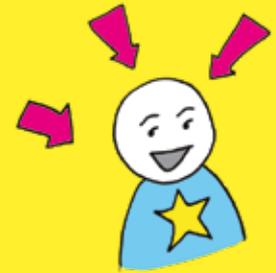
# TO LEAD IS TO SERVE

Servant Leadership is not a new idea, it offers a common sense approach to leadership, that in itself means it's not common practice. Could it be that the idea of 'service' even though many mission statements and values contain the word is seen as servile and submissive as a personal trait?

There is a growing body of evidence demonstrating that employee engagement, customer value and the bottom line is improved by employing habits & practices associated with Servant Leadership.

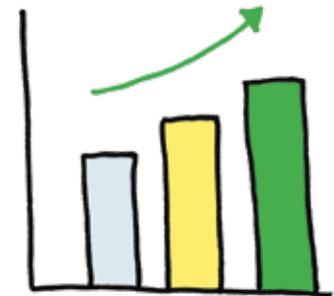
It's not difficult to find examples of well embedded Servant Leadership practice teamed with strong bottom line performance in organisations as diverse as further education, retail, healthcare, business services, manufacturing, faith organisations, information technology businesses, quick service restaurants & the hotel trade.

Servant Leadership underpins the modus operandi of many of the best companies to work for, you may not see 'We are Servant Leaders' as a broadcast message - more importantly trust, transparency and lack of hierarchy might instead do the talking.



## Servant Leadership

- - IS ABOUT APPLYING INFLUENCE RATHER THAN POWER & CONTROL
- - IS ABOUT LISTENING RATHER THAN GIVING ORDERS
- - IS ABOUT ENSURING PEOPLE AND THE SYSTEM ARE SET UP TO REFLECT & LEARN
- - IS ABOUT THINKING 'WE' BEFORE 'ME'
- - IS ABOUT FOCUSING ON STRENGTHS RATHER THAN ELIMINATING WEAKNESSES
- - IS ABOUT AN HOLISTIC (WHOLE SYSTEMS) APPROACH TO WORK



# QUALITIES OF A SERVANT LEADER

We'll now take a look at the nine characteristics of Servant Leadership, what are they and how can you display or develop key attributes.

## 9 key attributes, what they are, mean and the benefits of adopting each...



AWARENESS

FORESIGHT



EMPATHY

PERSUASION

STEWARDSHIP



HEALING

CONCEPTUALIZATION

BUILDING a sense of COMMUNITY

**Listening:** you'll serve people better when you listen intently. Give people your full attention (no catching up on emails while on conference calls!). Give people feedback on what they say, the impact they make and take the time to ask your team for their views and opinions. **Build in time for retrospectives.**

**Foresight:** This is the ability to reduce the uncertainty of the future by learning from past experiences. **This is about identifying what's happening now and understanding the consequences of decisions.** Good leaders apply a mixture of structured analysis and intuition into decision making - they are happy to provide a decision and minimise any tendency to deter and defer action.

# SERVANT LEADER QUALITIES A CLOSER LOOK



**Self-Awareness:** This is the ability to look at yourself, reflect on your behaviour and emotions and the impact you make on the people you lead. You can become more self aware by knowing your strengths & weaknesses and learning to manage your emotions. **Seeking feedback in an authentic way is a crucial activity.**

**Persuasion:** Servant leaders use persuasion (rather than authority) to encourage action. **They aim to build consensus so that everyone supports decisions.** You should also build your knowledge and insight, as an expert folks are more likely to listen if you are perceived as informed.

**Healing:** This characteristic refers to the emotional health of people. You can support folks emotionally in a practical sense by ensuring they have the knowledge, support & resources to do their job effectively. **It's about taking steps to ensure the people you lead are happy & engaged in their roles.**

**Conceptualisation:** This relates to your ability to tell a story of your vision and look beyond the day-to-day realities to the bigger picture & purpose. As a leader it's up to you to make it clear how folks' roles tie into your teams and the organisations longer-term goals. **More and more it's about sweeping away ambiguity without distraction.**

**Empathy:** servant leaders strive to understand other people's intentions & perspectives. Approach situations with an open mind, give folks the benefit of the doubt and seek to listen to others views before sharing your own.

**Stewardship:** Is about taking responsibility for the performance of your team and being accountable for the part you play. **You have a responsibly for making the right things happen and saying no to things that don't add value.** This is about leading by example and helping the team you lead to stand up for the things that matter.

**Building a sense of community:** The last characteristic is to do with connecting folks across the organisation. You can do this by providing opportunities for people to interact (informally & formally), encouraging people to work together, introduce people to others and demonstrate the value of seeking views and input from those outside your immediate team. **Make the time to chew the fat!**

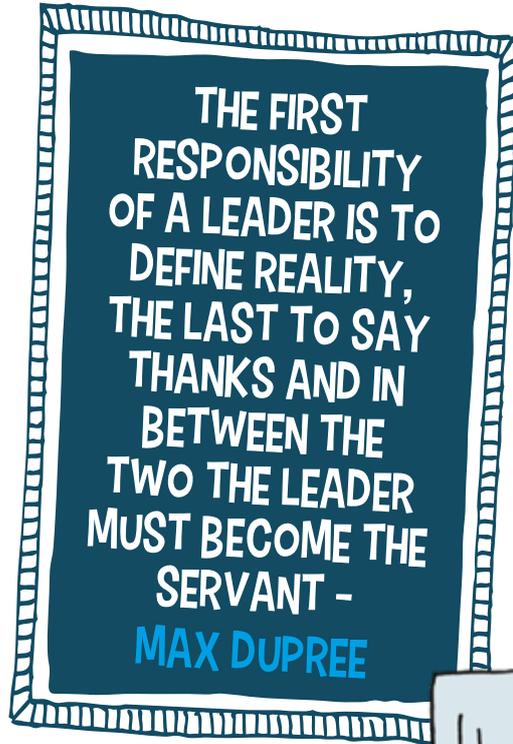
# VITAL SIGNS

**You may be thinking ‘how can I assess which Servant Leadership principles and practices are embedded in my workplace and what gaps do we have?’. Here are just a few questions to get your thinking about what you observe and experience.**

When considering how you can help your team or organisation become a more enjoyable, trusting and higher performing place to be remember that change starts with yourself - look at these 12 questions again and this time think JUST about yourself - what can you improve? and what can you personally build on?

Servant Leaders aspire to humility so be sure to work on your own skills whilst inviting others to make change too.

	oh dear lots to do here			what can we build on?			we rock!	
1.	I see clearly how senior leadership serves the wider organisation	1	2	3	4	5	6	7
2.	leadership here is about personal impact & influence rather than position & title	1	2	3	4	5	6	7
3.	it's more usual to focus on individuals strengths rather than eliminating weakness	1	2	3	4	5	6	7
4.	I am encouraged to frequently leverage my own strengths	1	2	3	4	5	6	7
5.	we are more about listening and consensus than giving orders	1	2	3	4	5	6	7
6.	feedback is open, honest and frequent	1	2	3	4	5	6	7
7.	we have systems in place to help individuals and the organisation reflect & learn	1	2	3	4	5	6	7
8.	decision making is fair and transparent	1	2	3	4	5	6	7
9.	we collaborate productively across boundaries	1	2	3	4	5	6	7
10.	senior leaders are visible and accessible	1	2	3	4	5	6	7
11.	we don't deter & defer, decisions making is swift	1	2	3	4	5	6	7
12.	challenge is given and received fairly	1	2	3	4	5	6	7



## HERE'S THE COLLEAGUE STUFF THAT HAPPENS IN PROGRESSIVE ORGANISATIONS...

1. Employees have a focus on collaboration & accountability
2. The organisation has an effective system for understanding and fully utilising employees capabilities
3. Knowledge is shared freely within the organisation
4. Recruitment supports desired organisational culture & capability. Characteristics sought include: creativity, comfort with ambiguity, high degree of self organisation and motivation
5. Business priorities are frequently re-assessed & resources allocated accordingly

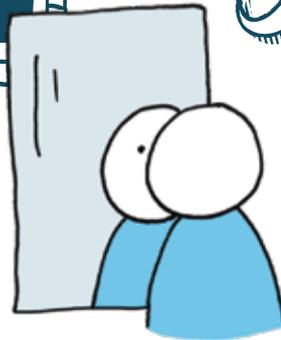
### & LEADERS SUPPORT AGILITY BY...

**Role Modelling Collaboration, accountability & examples of innovation**

**Emphasising importance of embracing using new knowledge**

**Enforcing a clear organisation wide view of cultural fit within recruitment**

**Encouraging novel approaches/ideas, welcoming ideas of junior colleagues and ask opinions of colleagues before making decisions**



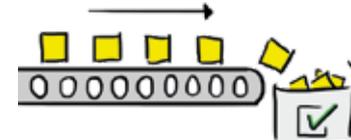
# SERVANT LEADER COMPETENCIES

**What types of behaviour would make one person a success and another a failure? How can we translate a way or 'being' into ways of 'doing'?** We've chosen a group of eight distinct and definable leadership behaviours that we think are essential and more importantly can be identified, selected and developed.



## INNOVATION

This behaviour means the individual feels comfortable in fast changing environment and is willing to take risks to generate and consider new & untested approaches



## PRODUCTION

This behaviour means the individual adopts a strong orientation towards achievement, holds high expectations for self & others and pushes both to achieve at high levels



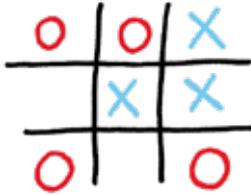
## LEARNER

This means possessing the ability and desire to learn, and facilitate this in others. This behaviour means pursuing, absorbing and experimenting with new knowledge and insight. Great leaders know how to apply critical and creative thinking so that success and failure alike are valuable learning experiences and know how to navigate the value in both



## COMMUNICATION

This behaviour means the individual states clearly what is wanted and expected from others; clearly expresses thoughts and ideas and maintains a precise and constant flow of information



## TACTICAL

This behaviour emphasizes the individual's ability to produce immediate results by focusing on short-range, hands on, practical strategies



## STRATEGIC

This behaviour expects that the individual takes a long range approach to problem solving & decision making. Objective analysis is teamed with intuition



## CONSENSUAL

This behaviour means the individual values the ideas and opinions of others & collects their input as part of the decision making process. Success is measured by:

- Creating an environment where folk enjoy collaborating
- Seeking out the ideas & opinions of others
- Focusing on ways to establish and improve trust within the team & organisation



## EXCITEMENT

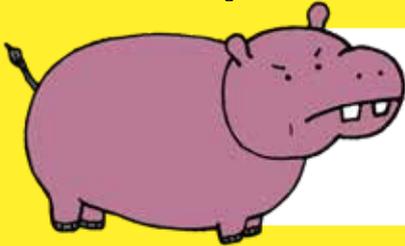
This behaviour means that the individual operates with a good deal of energy, intensity and emotional expression and has a capacity for keeping others enthusiastic and involved

# TACKLING PYRAMIDS & HIPPOS

**It all makes sense so far, yes? doesn't the adoption of Servant Leadership sound attractive and sensible? Who wouldn't want to work in an environment where trust, respect and high standards are in abundance.**

## **SO WHAT IF ANYTHING WOULD STAND IN THE WAY OF INDIVIDUALS, TEAMS & ULTIMATELY ENTIRE ORGANISATIONS ADOPTING SUCH A SOUND APPROACH?**

In many ways the principles of Servant Leadership may struggle to align to the reality of siloed stakeholder focus, colleague life cycle mechanisms designed to meet singular, not collective needs and short term stakeholder return. At a time when speed is a very tangible currency many organisations will simply rely on tried and tested power based models to 'get stuff done' clinging to the illusion of control.



And then there is this guy, he stands for the 'highest paid persons opinion' and represents the tendency to bow to the view or wishes of our most senior leader whether or not that is sensible, required or justified.

**Hippos deserve love and respect not groupies.**

Adopting Servant Leadership in anything more than localised pockets requires us to challenge mental models and organisational constraints - one very real model being the manner in which power is distributed. There is work to do to navigate if not topple pyramid models, not least because of overhead of travel time moving decisions, knowledge and authority from the top to the bottom - there may be a vested interest in retaining a level of control the pyramid signifies.



## IN SUMMARY

**Regardless of the benefits it offers Servant Leadership is not a soft option, it requires a great deal of courage, honesty and determination. It's hard to challenge the status quo, give up perceived authority and challenges our profile and ego, it takes significant investment to make new leadership habits stick. Please remain optimistic! change has to start somewhere and small islands can join up to powerful land mass.**

Transformation means accepting that leaders are made not born and that leadership is an acquired skill - that belief should translate into an investment in selection, training, coaching and reward systems.

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Put simply  
**Servant Leadership**  
is the business of  
identifying & meeting  
the legitimate needs of  
your people' -  
**James Hunter**

### **Are you ready and willing to serve?**

We hope that this introduction to Servant Leadership has been interesting and provided food for thought, please visit our website at [www.bellebeck.co.uk](http://www.bellebeck.co.uk) to discover how you can access our self assessment and development materials. In the meantime good luck and thanks for reading.

turning common sense  
into common practice

