

# SERVANT LEADERSHIP

## SKILL GUIDE

Servant Leaders value the individual ideas & opinions of others and collect their input as part of the decision making process, they reject a reliance on hierarchy based decision making processes.

Creating an environment where people enjoy collaborating and fostering diversity is a key focus. Time is spent working on ways to establish and improve trust within the team and organisation. Consensus is often achieved by effective collaboration, effective servant leaders bring together people with shared interests to form and shape an agreed outcome.

**Dealing with concerns and objectives is a typical activity when building consensus, leaders adept at surfacing different views, exploring and looking for solutions with groups will achieve consensus more easily.**



### SELF-ASSESS

Why not use this simple self-assessment scale to consider your strength in this area, share your self assessment with someone whose opinion you value, do they agree with your assessment? How do they see you demonstrate this skill? What might you do to maintain or improve your skills?

Relies on established network or hierarchy for insight & decision making. Fails to seek diverse views ie proposals are not collaboratively developed. Limits options or openly blocks exploration of ideas.

This scale extends left to right across a range of competence. Read the descriptors at either end of the scale and mark the box closest to your current state

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Generates widespread levels of participation & collaboration. Skilled at facilitating debate to surface ideas. Spots and deals effectively with dissent or conflict. Keeps team and topic on track using a range of tools & techniques (ie fist of five).

### IDEAS FOR IMPROVEMENT

- **TOOLS & TECHNIQUES**, THERE ARE MANY TECHNIQUES INCLUDING SIMPLE ONES LIKE SILENT MIND MAPPING THAT CAN DRIVE COLLABORATION AND CONSENSUS. CHECK OUT SOME IN THE FURTHER RESOURCE SECTION
- **DIVERSITY**, START TO INTRODUCE NEW AND DIVERSE OPINIONS INTO EVEN SIMPLE DAILY DISCUSSIONS - ASK 'HOW MIGHT WE' AND OTHER OPEN ENDED QUESTIONS. INVITE AN INTERDEPENDENT TEAM MEMBER, CUSTOMER OR STAKEHOLDER INTO YOUR DISCUSSION
- **FRAMING**, SOLVING A PROBLEM STARTS WITH FRAMING IT CONCISELY, WHAT IS IT YOU'RE TRYING TO FIX-BUILD-SOLVE? IT'S HARD TO SOLVE A PROBLEM THAT'S FUZZY OR UNFORMED
- **COLLABORATION**, REFLECT ON YOUR OWN SKILL FURTHER BY COMPLETING OUR COLLABORATIVE LEADER ASSESSMENT
- **FIND A STRENGTHS FINDER BUDDY**, PEOPLE WITH THE STRENGTHS OF 'HARMONY', 'RESTORATIVE' AND 'ADAPTOR' ARE GREAT AT CREATING CONSENSUS, SEEK OUT OTHERS STRENGTHS IN THIS AREA

### NOTES

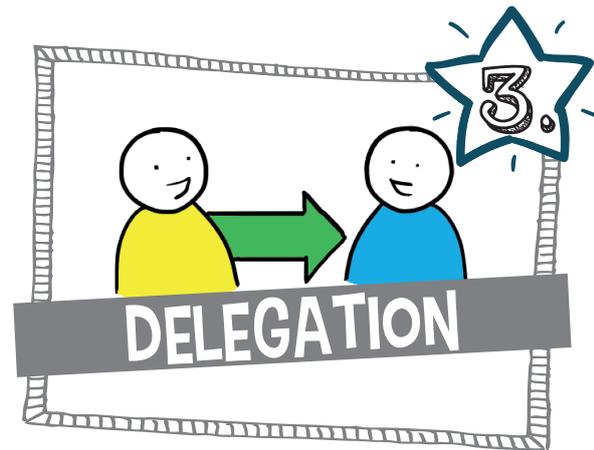
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Servant Leadership is an approach to leading people that enables not dictates. In today's fast moving and complex environments no-one can keep up with the pace of discovery and will hold up progress by trying to know more than they do. Co-creation, collaboration and delegation are key to progress.

The focus of leadership has shifted from the process to people and the future, developing people to act confidently and independently.

Delegation is therefore crucial, enlisting the talents of others giving them sufficient autonomy to exercise their own judgement is crucial.



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Retains authority and responsibility, prefers to do things yourself. May hold up progress by putting in sign off or approval steps to stay in control.

This scale extends left to right across a range of competence. Read the descriptors at either end of the scale and mark the box closest to your current state

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Explicit about expectations. Will allow other others to help reach objectives, gives the freedom to make mistakes. Trusts others.

### DEVELOPING DELEGATION

- START SHADOWING OR DEPUTY DUTIES; WHAT REGULAR FORUM OR DECISION MAKING MEETINGS CAN YOU INVOLVE OTHERS IN TO HELP DEVELOP THEIR ANALYTICAL OR DECISION MAKING PROCESSES
- SET THE SCOPE; ARE YOUR TEAM CLEAR ON YOUR TEAMS PURPOSE? IT'S IDEAL OUTCOME AND CONTRIBUTION TO THE BUSINESS? OFTEN FOLKS STRUGGLE TO MAKE DECISIONS OR 'ACT UP' AS THEY ARE UNCLEAR WHAT THE TEAM IS REALLY ALL ABOUT
- HANDOVERS; ALLOW PROPER TIME TO HANDOVER AND 'WELCOME BACK' A DECISION OR PIECE OF WORK, BE COURTEOUS ENOUGH TO BRIEF WHOEVER YOU DELEGATE TO SUFFICIENTLY AND ALWAYS OFFER FEEDBACK
- DELEGATE THE RESULT, NOT THE PROCESS; FOCUS ON THE END RESULT AND ALLOW THE PERSON TO WHOM YOU'RE DELEGATING TO DETERMINE HOW BEST TO ACHIEVE IT. DON'T ABDICATE THOUGH, BE THERE TO OFFER SUPPORT IF NEEDED

### NOTES