

# SERVANT LEADERSHIP

## SKILL GUIDE

Linked to Production, this behaviour is also about momentum and getting stuff done, the distinction is that Tactical is more about the tangible activity of 'doing' in the short term or near future. Operating tactically is about 'how' to get things done, the choices made to deliver a plan or strategy.

**Effective Servant Leaders will have the ability to produce immediate results by focusing on short range, hands on practical strategies, being dynamic and effective when up against an immediate problem or opportunity.**



### 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?

Stays more removed from day-to-day activities. Places less importance to reacting quickly to opportunities. May appear remote or evasive.

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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A hands on doer, acts quickly and practically helps team to clear backlogs. Makes self available and is often seen 'on the shop floor'. Can adopt an 80:20 pragmatic view.

### DEVELOPING PRODUCTION

- **GO GEMBA - OR BACK TO THE FLOOR, HOW WELL DO YOU UNDERSTAND THE PROCESSES AND DAY TO DAY OPERATIONAL ENVIRONMENT? HOW OFTEN DO YOU GET YOUR HANDS DIRTY HELPING OUR TEAM ANALYSE THE ROOT CAUSE OF AN ISSUE?**
- **PRACTICE PROBLEM SOLVING - THERE ARE RANGE OF PROBLEM SOLVING TOOLS AND TECHNIQUES - SUCH AS 5 WHYS - TAKE A COMMON ISSUE AND START TO THINK ABOUT THE ROOT CAUSE? WHAT CAN YOU DO TO IMPROVE THE PROCESS OR OUTCOME?**
- **LEARN FROM OTHERS - DELEGATE TO A MEMBER OF THE TEAM THAT HAS A DIFFERENT VIEW POINT - OR STRENGTHS - TO YOU. THE STRENGTH OF ACTIVATOR IS ALL ABOUT MOMENTUM AND RESULTS, SEEK AN ACTIVATOR OUT AND FEEL THE INERTIA DRAIN AWAY!**

### NOTES

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Being strategic is about taking a long-range, broad approach to problem solving and decision making through a mixture of objective analysis, thinking ahead, environmental scanning, planning AND imagining. Servant Leaders can play the long game, staying nimble enough to adapt to a changing landscape or emerging opportunities. They are equally happy to proactively describe what the future might look like.

**Setting strategy is where the ' leadership' part of Servant Leadership comes into emphasis, your role is to set and maintain an agreed direction. In the words of Max De Press ' the first role of a servant leader is to define reality, the last to say thanks and in the middle the leader must become servant**



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Focuses on the present, goes with gut feel rather than a blended approach to making long term decisions. May take a narrow or short term view. Low on environmental scanning, limited insight.

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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Takes a measured and thoughtful approach to considering future direction. Thinks through the impact of decisions and is able to use current and past experience to model.

### DEVELOPING STRATEGIC

- **GO BEYOND TODAY'S REALITY & FEED YOUR CURIOSITY - AVOID GETTING STUCK WITH THE RISK AVERSE, DULL OR STATUS QUO. TAKE AN INTEREST IN A WIDE A RANGE OF DISCIPLINES AND IDEAS (IN AND OUTSIDE OF WORK) . BUY A COPY OF A PROFESSIONAL MAGAZINE (THE SCIENTIST OR THE GROCER)? IT'S AMAZING WHERE INSPIRATION CAN COME FROM.**
- **TOOLS & TECHNIQUES - THERE ARE A MASSIVE RANGE OF CRITICAL THINKING TECHNIQUES TO HELP HONE YOUR LONGER TERM VIEW. SEE A WHOLE RANGE OF IDEA AT BRAINZOOMING.COM**
- **COMMIT TO THINKING TIME - IDEAS NEED TIME TO BREW, WHERE DO YOU DO YOUR BEST THINKING? HOW DO YOU BUILD REFLECTION INTO YOUR DAY?**
- **FOSTER DIVERSITY - STRATEGIC THINKERS SEEK PERSPECTIVES FROM MULTIPLE SOURCES. INCLUDE PEOPLE WITH DIVERSE AREAS OF EXPERTISE OR DIFFERENT THINKING STYLES IN YOUR CIRCLE TO COMPLEMENT YOUR OWN AND IMPROVE YOUR WORK.**
- **BREAKING PLANS DOWN INTO SMALLER PARTS OR STEPS CAN HELP SURFACE AND MANAGE RISK, SPEEDS UP LEARNING AND INSIGHT AND AVOID LARGE SUNK COSTS. TACTICAL CAN MEAN EXPERIMENTATION AND HELP DEVELOP A DISCOVERY MIND-SET.**

### NOTES