Promoting Well Being through Servant-Leadership

Jeffrey L. McClellan
“Leadership is a social influence process directed towards the accomplishment of a goal”
Servant

- “[Servant-hood] begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.”

- “That person is sharply different from one who is leader first”

- (Greenleaf, 1977)
The means

Commitment to the growth of people
Building Community
Listening
Empathy
Healing
Awareness
Stewardship
Foresight
Persuasion
Conceptualization

The Heart of a Servant-Leader

(Spears, 2002)

Empowering and developing people
Stewardship
Providing direction
Interpersonal Acceptance
Humility
Authenticity

(Van Dierendonck, 2011)
The Ends: The best test

“The best test, and the most difficult to administer is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society; will they benefit or, at least, not be further deprived?” (Greenleaf, 2002, p. 27).
Making the ends concrete: Well-being

- Wiser
- Freer
- Healthier
- Autonomous
- Able to serve (Greenleaf, 2002)

- Positive emotion
- Positive relationship
- Achievement
- Engagement
- Meaning

(Seligman, 2011)
How do they qualify

- They contribute to well-being
- They are pursued for their own sake
- Independence
Bringing it together: Does my ________ allow me to experience ________?

<table>
<thead>
<tr>
<th>Wellbeing</th>
<th>Positive Emotion</th>
<th>Engagement</th>
<th>Positive Relationships</th>
<th>Meaning</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career</td>
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<tr>
<td>Social</td>
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<tr>
<td>Community</td>
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(Rath & Harter, 2010; Seligman, 2011)
Servant leaders: promoting well-being
Leadership Performance Triangle

1) Communication
2) Coaching and Performance Management
3) Leader/Follower

1) Motivation
2) Knowledge, Skills, Abilities
3) Wellness
4) Emotional Intelligence
5) Relationships
6) Reputation

Relationships
4) Work Distribution
5) Strategic Planning
6) Team Leadership skills

1) Physical Structure
2) Processes
3) Organizational Structure
4) Reward Structure
5) Resources and Tools
6) Culture
1) Begin with the culture and the system
2) Focus on Individuals
Empowered Community

- Engage meaning
- Align Values
- Develop a system of empowerment
# Group vs. Team vs. Community

<table>
<thead>
<tr>
<th></th>
<th>Group</th>
<th>Team</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Share information or space</td>
<td>Performance Objectives</td>
<td>Member Well-Being and Performance Objectives</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Authoritarian or laissez-faire</td>
<td>Transformational</td>
<td>Servant-Leadership</td>
</tr>
<tr>
<td><strong>Source of Power</strong></td>
<td>Individual skill</td>
<td>Collaboration</td>
<td>Caring and Commitment</td>
</tr>
<tr>
<td><strong>Approach to conflict</strong></td>
<td>Avoid</td>
<td>Resolve</td>
<td>Embrace</td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>Individual</td>
<td>Collective and Individual</td>
<td>Collective, Individual, and relational</td>
</tr>
<tr>
<td><strong>Means of Achieving Goals</strong></td>
<td>Individual effort</td>
<td>Collaboration</td>
<td>Mutual Service</td>
</tr>
</tbody>
</table>
Engaging Meaning: Facilitating direction and stewardship

Develop and Promote

- Purpose
- Significance
- Integrity
- Connectedness
Select an artifact that is deeply meaningful and significant to you in relation to your work
- It should be something that promotes purpose, significance, integrity, and connectedness

At your table come up with a way to portray your artifacts as a single manifestation of what is meaningful to you about your work
Our Mission
What are your values?

_____ Achievement
_____ Quality of relationships
_____ Competition
_____ Friendship
_____ Helping Other People
_____ Order
_____ Privacy
_____ Personal Development
_____ Public Service
_____ Fast Paced Work
_____ Work Under Pressure
_____ Work With Others

_____ Challenging Problems
_____ Change and Variety
_____ Close Relationships
_____ Community
_____ Helping Society
_____ Honesty/Integrity
_____ Quality of Work
_____ Efficiency
_____ Merit
_____ Working Alone

_____ Challenging Problems
_____ Change and Variety
_____ Close Relationships
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_____ Efficiency
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_____ Working Alone

_____ Competence
_____ Cooperation
_____ Creativity
_____ Involvement
_____ Inner Harmony
_____ Meaningful Work
_____ Security
_____ Freedom
_____ Nature
_____ Open and Honest
_____ Growth
_____ Power and Authority

_____ Decisiveness
_____ Democracy
_____ Ecological Awareness
_____ Economic Security
_____ Effectiveness
_____ Job Tranquility
_____ Knowledge
_____ Leadership
_____ Loyalty
_____ Market Position
_____ Responsibility and Accountability
_____ Freedom
_____ Expertise
_____ Fame

_____ Decisiveness
_____ Democracy
_____ Ecological Awareness
_____ Economic Security
_____ Effectiveness
_____ Job Tranquility
_____ Knowledge
_____ Leadership
_____ Loyalty
_____ Market Position
_____ Responsibility and Accountability
_____ Freedom
_____ Expertise
_____ Fame
Congruency of Values

Espoused

Active
Empowerment

- When have you felt most empowered in that you found what you were doing to be meaningful, felt competent in your ability to do it well, felt you were in control of your success, and were doing it because you wanted to be doing it?
Empowerment

- Drivers
  - Role clarity
  - Challenging job
  - Reward and recognition
  - Supportive leadership
  - Span of supervision
  - Realistic HR policies
  - Upward performance appraisal
  - Access to information and resources
  - Attitude of top management

(Sahoo, Behera, Tripathy, 2010)

- Meaning
- Competence
- Self determination
- Impact

(Spreitzer, 2010)
How can you empower your employees by providing

- Role clarity
- Challenging job
- Reward and recognition
- Supportive leadership
- Span of supervision
- Realistic HR policies
- Upward performance appraisal
- Access to information and resources
- Attitude of top management
1) Begin with the culture and the system
2) Focus on Individuals
Focus on Individuals

- Coach for achievement
- Build Trusting Friendships
- Engage with Emotional Intelligence
Traditional Developmental Performance Management

- Meet regularly with employees
- First meeting
  - Discuss performance goals and objectives
- Additional Meetings
  - Open with accountability
  - Discuss successes and challenges
  - Coach to improve effectiveness
  - Delegate assignments
  - Summarize assignments
## The Difference

<table>
<thead>
<tr>
<th></th>
<th>Servant Leadership Coaching</th>
<th>Traditional Performance Management Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Growth and development of the employee through outcome achievement</td>
<td>The performance outcomes</td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>Mutual</td>
<td>Employee to supervisor</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>Personal and professional needs and concerns</td>
<td>Professional concerns only</td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>Listening and questioning</td>
<td>Directing and advice giving</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Holistic growth and outcome achievement</td>
<td>Outcome achieved</td>
</tr>
</tbody>
</table>
Greeting

Review Assignments and Close

Provide Support

Delegate Assignments

Coach Challenges

Review Mutual Assignments

Discuss Successes

Relationship Building
What are you most excited about at work right now?

What challenges are you experiencing that we could discuss? Which would you like to focus on?

What have you tried so far to address this challenge? How has it worked?

What are you thinking about doing? What have others suggested? What might ______ suggest? May I make some suggestions?

Which suggestions seem most likely to make a difference? Which could you use as part of a plan on how to proceed?

Describe for me how you would put these together as part of a plan.

So your plan to proceed is __________? Are you satisfied with this plan? How will you know if it is working?

When can we meet again to discuss progress? What will we each do in the mean time to contribute to the completion of this project.

Care about the person and their growth

Rule: You may only ask questions from this chart unless you ask permission to do otherwise.
Forms of listening in coaching

- Constructive
  - Build the relationship—demonstrate caring
  - To encourage—reinforcing
  - To understand
  - To assist in problem solving
  - To support

- Destructive
  - To hurt
  - To discourage
  - To argue
What is going well since we last spoke?

- Are there any changes you want to make to your plan?
- When can we meet again to discuss progress? What will we each do in the mean time to contribute to the completion of this project?
- Are there any challenges you are experiencing that we could discuss? Which would you like to focus on?
- What have you tried so far to address this challenge? How has it worked?
- What are you thinking about doing? What have others suggested? What might ______ suggest? May I make some suggestions?
- Which suggestions seem most likely to make a difference? Which could you use as part of a plan on how to proceed?
- So your plan to proceed is ________? Are you satisfied with this plan? How will you know if it is working?
- What have you tried so far to address this challenge? How has it worked?
- How can we incorporate these into your current plan?

When can we meet again to discuss progress? What will we each do in the mean time to contribute to the completion of this project?
Another Key Difference

- Traditional Approach
  - Process focuses on work issues alone

- Servant-Leader Approach
  - Work issues
  - Personal challenges
  - Personal and professional growth plan
2. Building positive relationships: Humility and Interpersonal Acceptance

- Friendship
- Collaboration
- Trust
How does your behavior differ when you trust a leader as opposed to when you do not?

- Trust?
- Do not trust?
What Must A New Boss Do To Gain/Retain Your Trust?
Hosmer (1995)

- An optimistic expectation on the part of an individual about an event or the behavior of a person.
- Generally occurs under the condition of vulnerability to the interests of the individual and dependence upon the behavior of other people.
- Generally associated with willing, not forced, cooperation and with the benefits, resulting from that cooperation.
- Trust is generally difficult to enforce.
- Trust is generally accompanied by an assumption of an acknowledged or accepted duty to protect the rights and interests of others.
TRUST

Integrity

Competence

Consistency

Loyalty

Openness

Lyman, 2003
LEARN to CARE

Please identify one leader–follower relationship in which you are a follower that would benefit from greater trust.

Identify the aspect on the right that is most lacking.

- L: listen actively
- E: effectively communicate
- A: acquire and demonstrate competence (admit when you don’t have it)
- R: respect others ability
- N: never lose integrity
- Care: Care about the person and what is important to them
What could you do as a follower to address the need for trust in the area you identified?

What can you do as a leader to address the same lack of trust with your followers?
What is Trust? | Why does trust matter? | What causes trust to develop? | How can I improve it?
---|---|---|---

Jot down your insights!
Trust is built over time through mutual interaction characterized by these behaviors

Positive Emotional Climate

**L**
- listen actively

**E**
- effectively communicate

**A**
- acquire and demonstrate competence (admit when you don’t have it)

**R**
- respect others ability

**N**
- never lose integrity

**CARE**
- Care about the person and what is important to them
Fostering Positive Emotion Through Authentic Emotional Intelligence

How frequently do you experience positive emotion at work?

In general, how satisfied are you with your life?
In what ways have leaders contributed to your happiness and life satisfaction?

- Directly?
- Indirectly?
Leadership and Emotional Intelligence

Others do

I feel

Others feel

I do
The Power of Position
Default Approach: Negative Emotional Intelligence & Individual Emphasis

Relaxed State → Stressors → Negative Emotion
“People cannot be stable on their own--not should or shouldn't be, but can't be. . . . Total self-sufficiency turns out to be a daydream whose bubble is burst by the sharp edge of the limbic brain. Stability means finding people who regulate you well and staying near them” (p. 86).

(Lewis, Amini, Lannon, 2000)
Positive Emotion in Leadership

Relaxed State

Positive Emotional State

Stressors

Negative Emotion
A Complimentary Working Model

Awareness
Engage
Resonance
Influence

Other
Self
Find a partner and ask them the following questions

Use emotion: Resonant and influence

What is the most challenging project you are working on at the moment?

What would be the ideal outcome of this project?

What are you doing to achieve this outcome?

What can I do to help?
  ◦ Would it help if I . . . ?
# Planning to Lead Others

<table>
<thead>
<tr>
<th>Name</th>
<th>Focus</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Build, Collaborate, Help</td>
<td>What you will do</td>
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<tr>
<td>2)</td>
<td>Build, Collaborate, Help</td>
<td>What you will do</td>
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<tr>
<td>3)</td>
<td>Build, Collaborate, Help</td>
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<tr>
<td>5)</td>
<td>Build, Collaborate, Help</td>
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Becoming A Servant Leader

1. Look to see—people
2. Awareness and listening—needs
3. Feel Love and Entheos (Enthusiasm and Passion)—motivation
4. Choose to Serve—people
5. Learn to Lead—skills
6. Listens to learn—focus and skill
How will you know you have arrived

- Positive emotion
- Positive relationship
- Achievement
- Engagement
- Meaning

(Seligman, 2011)


