



Forming Servant Leaders From Within

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ORGL 530B1 – Servant Leadership

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Agenda for Proposal

- **What is Servant Leadership?**
- **Why Servant Leadership?**
- **Benefits of Developing Servant Leaders**
- **Strategy for Forming, Developing, and Enhancing Servant Leadership**
 - **Training Methodology (Skill Development to Army Values)**
 - **Listening and Communication**
 - **Purpose for Morality, Ethics, Values**
- **Mentoring and Professional Development plan (Initial, Periodic, Continual)**
- **References**



What is Servant Leadership?

Servant Leadership emphasizes “increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision making” (Ferch et al, 2015, p. 9).

It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead” to “make sure that others highest priority needs are being served. (Greenleaf, 1977, p. 13).

Organizations adopting Servant Leadership

- ❖ Wegmans Food Market
- ❖ Zappos.com
- ❖ Recreational Equipment (REI)
- ❖ Whole Foods Market
- ❖ Aflac
- ❖ Marriott International
- ❖ Nordstrom
- ❖ CH2M Hill
- ❖ Starbucks

Servant Leaders

- ❖ Nelson Mandela
- ❖ Martin Luther King Jr.
- ❖ Mother Teresa
- ❖ Mahatma Gandhi
- ❖ Eleanor Roosevelt
- ❖ Abraham Lincoln
- ❖ General Mac Arthur
- ❖ Howard Schultz (Starbucks CEO)
- ❖ Russell Wilson (Seahawks QB)

Character, Competence, Commitment - Army Leaders Can be Servant Leaders

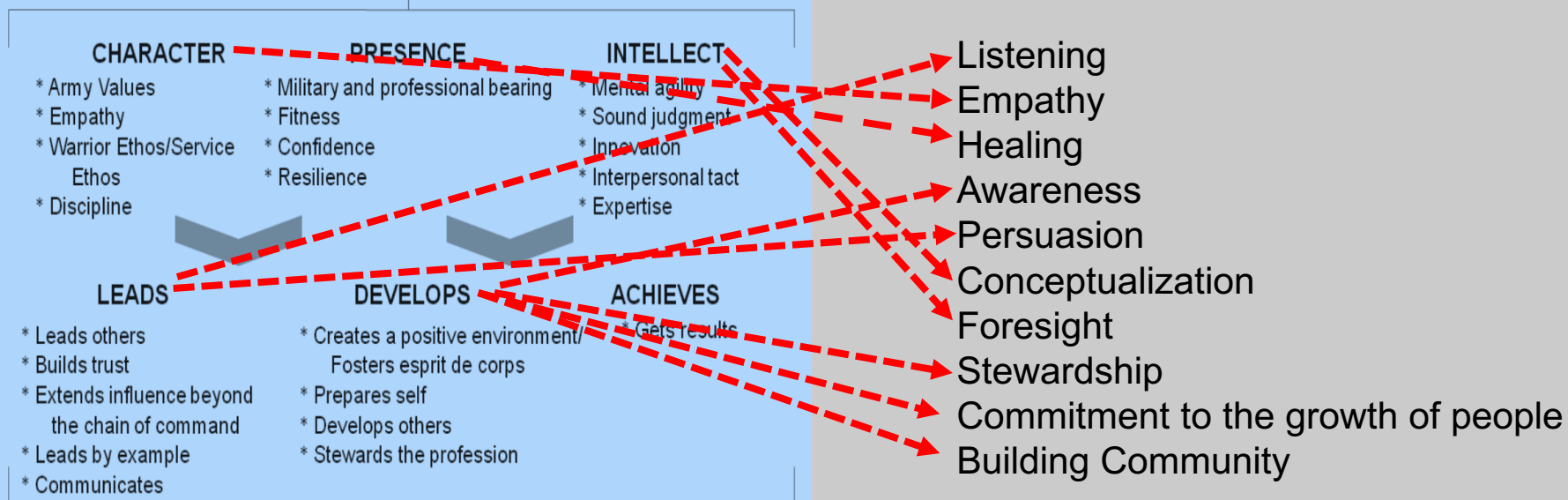


Why Servant Leadership?

Proposal: 20th Engineer Brigade adopts a strategy to develop new/junior, current, and future leaders that embrace the concept of Servant Leadership. The goal is that through the promotion and development of this strategy, the organization will grow and “become healthier, stronger, more autonomous”, more ethically focused, and best suited to lead Soldiers by serving first. (Greenleaf, 1977, p. 47)

Army Leader ATTRIBUTES (Dept. of the Army, 2012, p. 5)

Servant Leader Characteristics – (Greenleaf, 1998, pp. 5-10)



Army Leader attributes and Servant Leadership characteristics are already aligned!



Benefits for Developing Servant Leaders

"We convince by our presence" – Walt Whitman

Developing Servant Leaders creates the best opportunities for reaching the highest potential for the most Soldiers accomplished through a caring network of leaders, and builds unit cohesion and teamwork. Everyone leader wants each other to succeed and assists each other in achieving this goal. Empowering others with Service.

- Increase the level of Ethical Thinking, Moral intelligence, and Moral Authority
- Emphasizes Army Values – LDRSHIP (Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, Personal Courage)
- Builds community, trust, and confidence in each other and in the leadership – "Do as I do"
- Builds Resiliency
- Enhances our communication skills as leaders to speak and persuade effectively
- Conflict Negotiation – Learning to be Compassionate Collaborators (Sipe & Frick, 2009)
- Better Problem Solvers – Creativity and imagination increase possibilities for success
- Develops Personal Courage; speak up and voice things that are questionable
- Increases adaptability and flexibility in Leaders in dealing with complex issues
- Creates a culture of accountability – good Stewards of people, time, money
- Continual learning organization – sharing lessons for further growth

"There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share" (Greenleaf, 1977, p. 36).



Training Methodology

Servant Leadership strategy works along three Lines of Effort and with development of all three, transformation can occur. Strengthening our Skills strengthens Our Army.

INTERPERSONAL SKILLS

- Relating with Individuals and Groups
- Empathetic listening, Dialogic communication
- Gaining input and feedback

INSTRUMENTAL SKILLS

- Tactical competency
- Analytical practice, awareness, assessments
- Technical and Professional development

IMAGINAL AND SYSTEM SKILLS

- Insights, intuition, problem solving
- Creativity, Rationalization, Conceptualization
- Design and Function, seeing a big picture

ARMY VALUES

Loyalty

Duty

Respect

Selfless-Service

Honor

Integrity

Personal Courage

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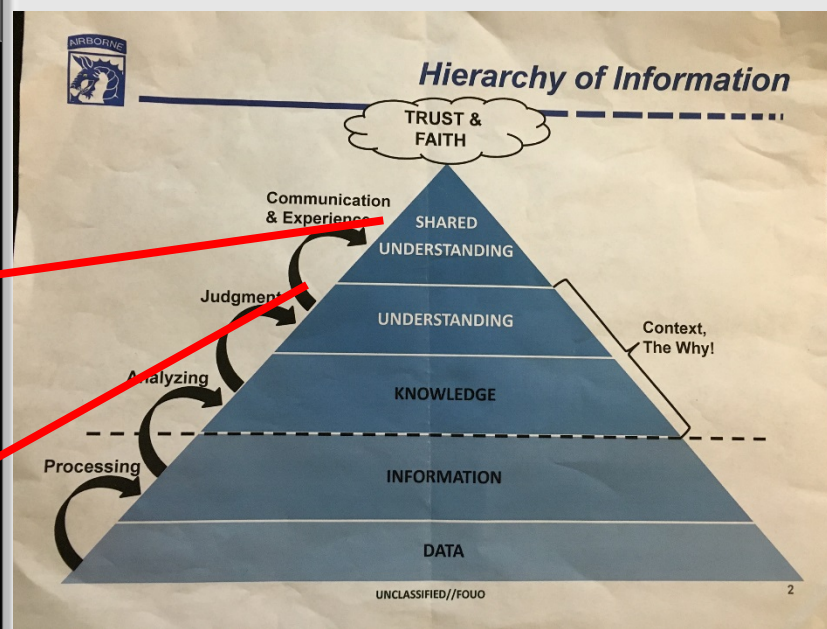
Listening and Communication – Shared Understanding

If relationship is the source of our existence, and if relationships are sustained and deepened through communication, then communication is the medium for our existence. Through communication we enhance relationships that can influence, shape, and support each other. (Horsman, 2015, Chap. 5, p. 5)

20th Engineer Brigade Soldiers will define, build, and grow relationships by being better communicators. The Servant leader serves first but also listens first. DEVELOP GOOD COMMUNICATORS

- ✓ **Communicate:** Leaders communicate by expressing ideas and actively listening to others. Effective leaders understand the nature and power of communication and practice effective communication techniques so they can better relate to others and translate goals into actions. (Dept. of the Army, 2012, p. 3)
- ✓ The second level **intelligible listening** is where sense experience is made intelligible. It is the level where we inquire, **come to understand, express what we have understood, and work out the presuppositions and implications of our expressions.** (Horsman, 2015, Chap. 5)
- ✓ The first level of consciousness is the empirical level where we are attentive: we sense, perceive, imagine, feel, speak, move, and *listen*. This is why listening is so important; it is where **understanding begins** (Horsman, 2015, Chap. 5)

Taken from: LTG Townsend, XVIII Airborne Corps Commander, Leadership Philosophy



“Listening is basically an attitude-really wanting to understand. It is also a technique. But the technique without the attitude is phony” (Greenleaf, 2003, p. 46). Learning to listen involves “the attitude of intensely holding the belief...that the person or persons being listened to will rise to the challenge of grappling with the issues involved in finding their own wholeness (Greenleaf, 1996, p. 95).



Army Ethics and Army Values – Moral Authority

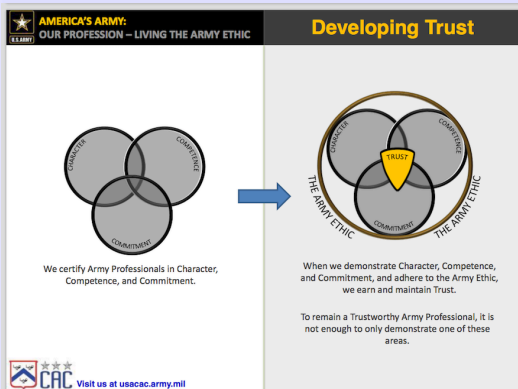
“Personal integrity involves acting consistently with our principles, values and beliefs; telling the truth; standing up for what is right, and keeping promises. Integrity is the enactment of *one’s authenticity and awareness in preparedness to act morally and responsibly in the world*” (Horsman, 2015, Chap.5, p. 13)

This Will Defend! – Living the Army Ethic.

Military Service embraces Ethics – watch:

<https://www.youtube.com/watch?v=jCDTUldhPb8> (Living the Army Ethic - Why and How We Serve)

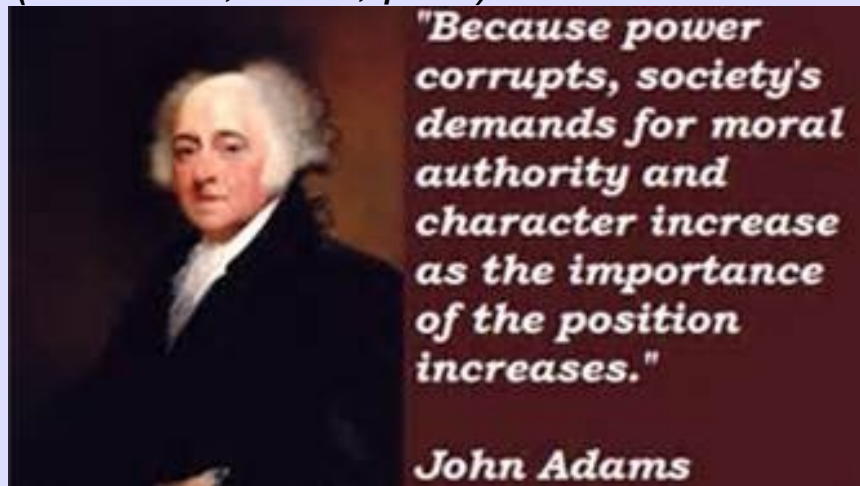
The Army Ethic defines the moral principles that guide us in the conduct of our missions performance of duty and all aspects of our lives.



20th Engineer Brigade Leaders must embrace the Army Ethic and develop Moral Intelligence in all its leaders. Trust and Confidence!

Developing Trust Cont'd
<http://cape.army.mil/repository/briefings/saca-ps-the-importance-of-an-army-ethic-slides.pdf>

“Living in alignment keeps you on course to accomplish your life purpose and achieve the best possible performance in all your life roles”
 (Horsman, 2015, p.15)



Servant Leader = Moral Leader



Mentoring and Professional Development Plan

Leaders are responsible for development. They must ensure that they themselves are developing, that they are developing subordinates, and that they are sustaining a positive climate and improving the organization. Leaders encourage development and set conditions while performing missions. (Dept. of Army, 2012, p. 8)

Creating Opportunities for Development – Near term, present, and future

Junior and New Leaders (Initial – first 180 days)

- Command In-Brief – Commander and Command Sergeant Major setting the tone for all incoming leaders
- Initial Counseling (commitment)
- Individual leadership development opportunities (junior leaders training seniors) – provide open dialog, newest perspective
- Celebrating each other – all new leaders deserve recognition and a proper introduction – morale
- Leader Sponsorship Program – Formally assigning leaders to be paired with incoming leaders to assist with transition
- Assigning Investigations – develop ethical judgment, fairness, empathy
- Family Care and support opportunities

Current and All Leaders (Periodic)

- Periodic and Quarterly formal (affirming commitment, listening, understanding milestones)
- Group leadership development opportunities (Guest speakers, exploring group dynamics, learning from others)
- Celebrating each other – annual formals, physical challenges, bi-annual events/retreats requiring heavy group interaction, bonding
- Planning plans. Reframing problem sets to develop foresight, and conceptualization (promotes discussion among peers and leaders)
- Self reflection, unit reflection – helping to reveal reality and best paths
- Family Care and support opportunities

Senior, Future, All Leaders (Continual)

- Command In-Brief Q & A – Commander and Command Sergeant Major – growth through listening / communication
- Counseling and insisting on their Senior Advisor to counsel them (re-affirming commitment / learning)
- Participatory lessons learned and discovery sessions, highlights methods and improves awareness.
- Inviting other leaders to share experiences, widen understanding
- Complex Problem Solving through involvement – leading dialog.
- Foresight and meditation – Scheduled time for self reflection
- Lead by example – ethically, morally
- Family Care and support opportunities



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