OFA Fall 2017 Fellows Leader Program: Session 9 - Servant Leadership

Objectives:

*Coaches will be able to…*

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| *Individual* | *Team* | *OFA* |
| * Define the concept of servant leadership * Relate the principles of servant leadership to your fellows team and your organizing * Reflect and weigh your current leadership style against the model of servant leadership. |  |  |

Pre-work:

* Ted Talks

Experientials:

* What are the three characteristics that are very intuitive to you, come naturally, you’re drawn to?
* What are the three characteristics that you find yourself repulsed, challenged by, or that you wish wasn’t on this list?
* Who is a real life example of a servant leader that you admire and what of the 10 characteristics of servant leadership do they admire?

Session Plan:

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| *Time* | *Activities* | *Things needed* |
| 7:30 - 7:45 | * Intro/logistics check-in   + Introduce Kevin     - He will be taking over the FL program   + Calendar:     - March 20: Accept your fellows     - Orientations on March 31 (or some time around there)       * Orientation materials have been released!       * Let’s review!   + HW/Pre-work for Fellows Leaders Course   + #OFAFellows * Recruitment update   + (share screen) |  |
| 7:45- 7:50 | **UPFRONT:** Defining Servant Leadership   * *Bryan Stevenson (Equal Justice Initiative) -- “Each of us is more than the worst thing we have ever done.”*   + Montgomery, AL public interest lawyer   + Helps the poor, incracerated, and condemned   + Mandatory life sentences for children 17 and younger unconstitutional * **CHATBOX** -- How would you define servant leadership? * **How can a person be a leader and a servant at the same time?**    + It sounds like a paradox -- servant leadership is one that runs counter to our common sense. * Robert K. Greenleaf and Servant leadership (on slide)   + Greenleaf worked 40 years for AT&T   + When he retired, he began exploring how insitutions function and how they can better serve society   + Intrigued by issues of power and authority   + Ultimately, was decidedly against coercive leadership   + In 1956, Hermann Hesse wrote a novel called *Journey to the East.* The story tells of a group of travelers on a mythical journey who are accompanied by a servant who does all of the menial tasks for the travelers -- he even goes so far as encourage and sing to them to lift their spirits. One day, the servant is lost and disappears from the group. Without the servant, they fall into disarray -- it becomes clear that it was ultimately the servant who was leading the group.   + Greenleaf was inspired by this novel, and ultimately defined the theory of servant leadership as such: * ***Servant Leadership-- “***The natural feeling that one wants to serve *first.* This conscious choice brings one to lead… the difference manifests itself in the care taken by the servant -- first to make sure that other people’s highest priority needs are being served.” (Greenleaf, 1970, pg 15) * “The best test 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, will they not be further deprived?” (Greenleaf, 1970, pg. 15) * **CHATBOX --** From the example of Bryan Stevenson, what makes him a servant leader? |  |
| 7:55- 8:20 | **UPFRONT: 10 Characteristics-- Servant Leadership (Spears, 2002)**   * 10 Characteristics   + **Listening**     - Communication between leaders and followers is an interactive process     - Servant leaders listen first     - They recognize that listening is a **learned discipline** that involves hearing and being receptive to what others have to say     - Servant leaders acknowledge the viewpoint of followers and validate their perspectives.   + **Empathy**     - “Standing in the shoes” of another person and attempting to see the world from that person’s point of view. Empathetic servant leaders demonstrate that they truly understand what followers are thinking and feeling. When a servant leader shows empathy, it is confirming and validating for the follower.   + **Healing**     - To heal means to make whole.     - Servant leaders care about the personal well-being of their followers. They support followers by helping them overcome personal problems. The process of healing is a two-way street -- in helping followers become whole, servant leaders themselves are healed.   + **Awareness**     - Awareness is a quality within servant leaders that makes them acutely attuned and receptive to their physical, social, and political environments. With awareness, servant leaders are able to step aside and view themselves and their own perspectives in the greater context of the situation.   + **Persuasion**     - Clear and persistent communications that convinces others to change. As opposed to coercion, which utilizes positional authority to force compliance, persuasion creates change through the use of gentle nonjudgmental argument.   + **Conceptualization**     - Refers to an individual’s ability to be a visionary for an organization, providing a sense of clear goals and direction. This characteristic goes beyond day-to-day operational thinking to focus on the “big picture.” Conceptualization also equips servant leaders to respond to complex organizational problems in creative ways, enabling them to deal with intricacies in an organization in relation to its long-term goals   + **Foresight**     - Foresight encompasses a servant leader’s ability to know the future. It is an ability to predict what is coming based on what is occurring in the present and what has happened in the past. For Greenleaf, foresight has an ethical dimension because he believes leaders should be held accountable for any failures to anticipate what reasonably could be foreseen and to act on that understanding.   + **Stewardship**     - Stewardship is about taking responsibility for the leadership role entrusted to the leader. Servant leaders accept the responsibility to carefully manage the people and organization they have been given to lead. In addition, they hold the organization in trust for the greater good of society.   + **Commitment to the growth of people**     - Greenleaf’s conceptualization of servant leadership places a premium on treating each follower as a unique person with intrinsic value that goes beyond his or her tangible contributions to the organization. Servant leaders are committed to helping each person in the organization grow personally and professionally. Commitment can take many forms, including providing followers with opportunities for career development, helping them develop new work skills, taking personal interest in their ideas, and involving them in decision making.   + **Building community**     - Servant leadership fosters the development of community. A community is a collection of individuals who have shared interests and pursuits and feel a sense of unity and relatedness. Community allows followers to identify with something greater than themselves that they value. Servant leaders build community to provide a place people can feel safe and connected with others, but are still allowed to express their own individuality. | * 12-competencies Table * Bit.y link to Google Form |
| 8:25- 8:52 | **ACTIVITIY:**   * ***Activity Part 1 -- (Notebook)*** Read through the 10 characteristics of servant leaders. What are the three top qualities that you’re intuitively drawn to, or that come naturally to you? For each characteristic, explain why. * **Activity Part 2-- *(Notebook)*** What are the three characteristics that you find yourself repulsed, challenged by, or that you wish wasn’t on this list? * **Activity Part 3 --** Share a real life example of a servant leader that you admire and what of the 10 characteristics of servant leadership do they admire? |  |
| 8:52 - 8:57 | **DEBRIEF AND KEY-TAKEAWAYS**  **In Chat box--**   * **Technical -** What stood out to you the most? * **Practical -** How do you think your biggest key takeaway applies to how you’ve been applying leadership with fellows, groups, etc. in the past? * **Emancipatory -** What situations will you confront as a leader differently now that you’ve begun learning this? |  |
| 8:57- 9:00 | * **Homework:**   + **Watch:**     - [**Bryan Stevenson -- We need to talk about injustice**](https://www.ted.com/talks/bryan_stevenson_we_need_to_talk_about_an_injustice)   + **Read:**     - **https://www.regent.edu/acad/global/publications/jvl/vol1\_iss1/Spears\_Final.pdf** |  |