

# Servant Leadership: Global Trends in Leadership



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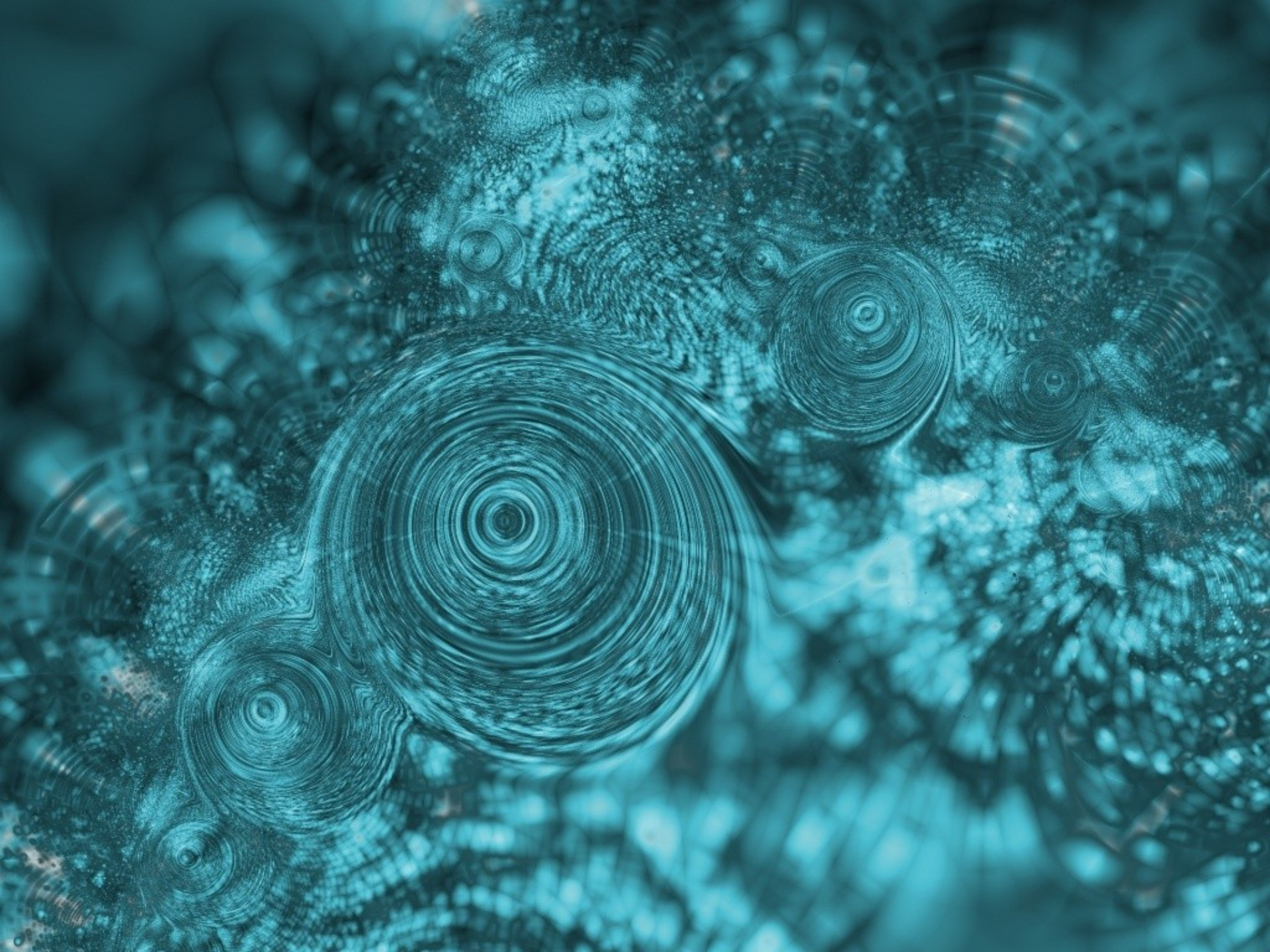
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# Let's Consider

- Raindrops and Circles of Influence
- Global Trends that impact organizations and leaders
- Insights on the key skills leaders will need in the future
- Thoughts and ideas about responding to changing demands on leaders



























# CCL Research Results

389 Survey Respondents Said:

- Challenges are becoming more complex
- Greater reliance on interdependent work
- Shifting reward systems
- Rise of new leadership skill set
- View leadership as a collective process
- Global organizations are the cutting edge of collective leadership



# Responding to the Change

- New skills in relationship building
- Greater collaboration
- More flexible styles
- Be open and adaptable to new ideas
- Find examples of positive obedience

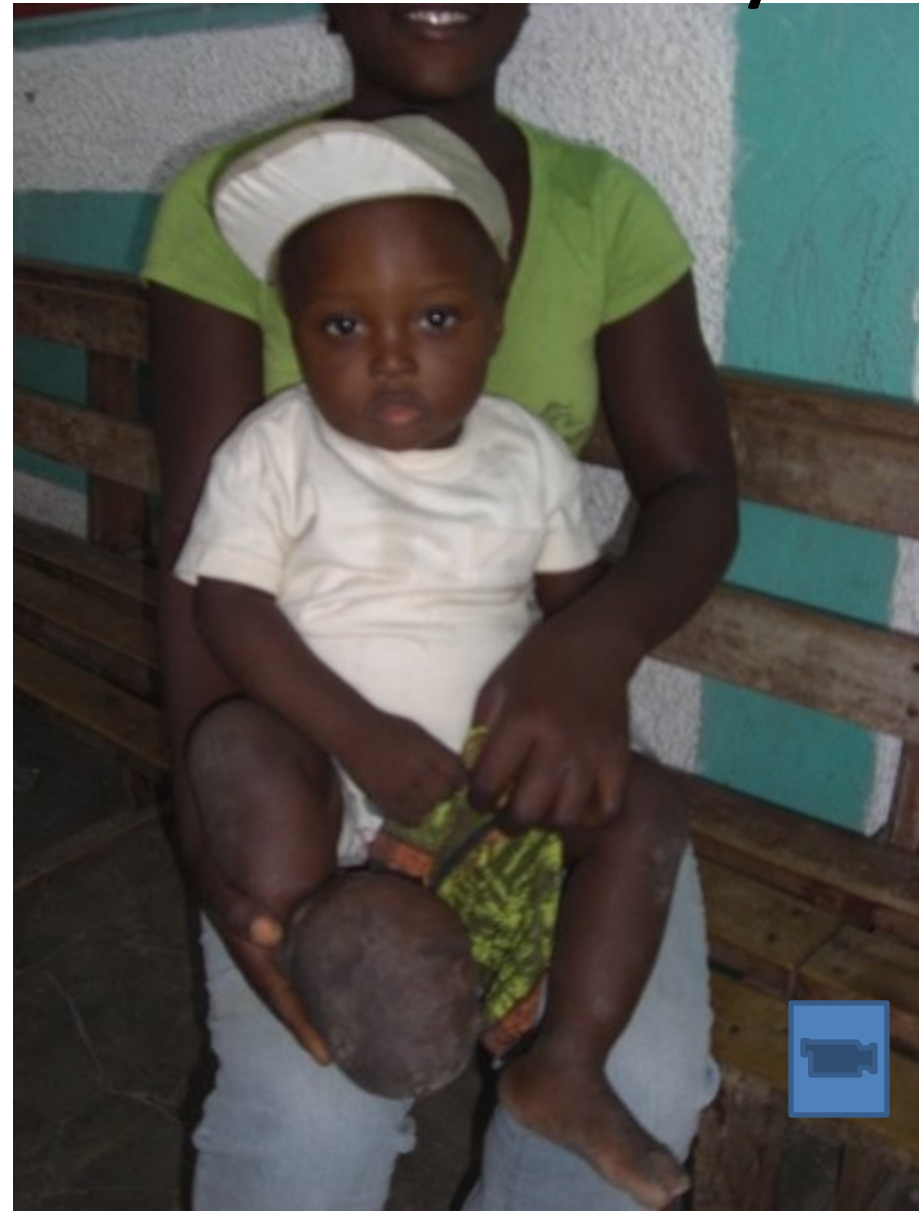




# Global Leaders for a Global Society

## Implications for Leaders

- How will you lead them?
- How will they lead us?
  - Leadership at the edges
  - Servant leadership

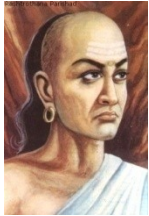


# Origins

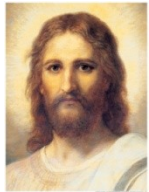
The concept of servant leadership is thousands of years old.



- 600 B.C.E. Lao Tzu: The greatest leaders forgets himself and attends to the development of others.



- 375 B.C.E. Chanakya's Asthashastra: The [leader] shall consider as good, not what pleases himself but what pleases his subjects.



- 1 A.D. Jesus of Nazareth: But the greatest among you shall be your servant (Matt. 23:11); The one who is the greatest among you must become like the youngest, and the leader like the servant. (Luke 22:26)



- 1970's Robert K. Greenleaf: The servant-leader is servant first...It begins with the natural feeling that one wants to serve, to serve first.



# Robert K. Greenleaf

Largely considered the father of modern Servant Leadership

## Career:

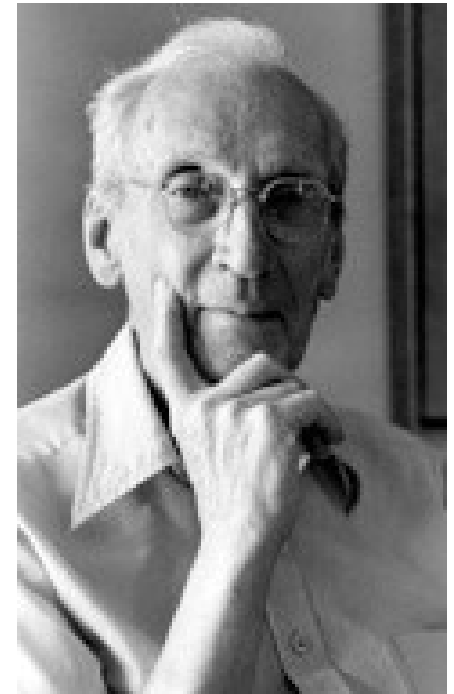
- 38 years at AT&T, largely in management training and development
- 25 years consulting on Servant Leadership;
- Coined the term Servant-Leader in 1970's
- Founded Center for Applied Ethics (now Greenleaf Center for Servant Leadership)

## Inspiration:

- Hermann Hesse's short novel Journey to the East in 1960's
- True leadership stems first from a desire to serve

## Essays

- The Servant as Leader (1970)
- The Institution as Servant (1972)
- Trustees as Servants (1972)



# Greenleaf's Definition

Adapted from "The Servant as Leader":

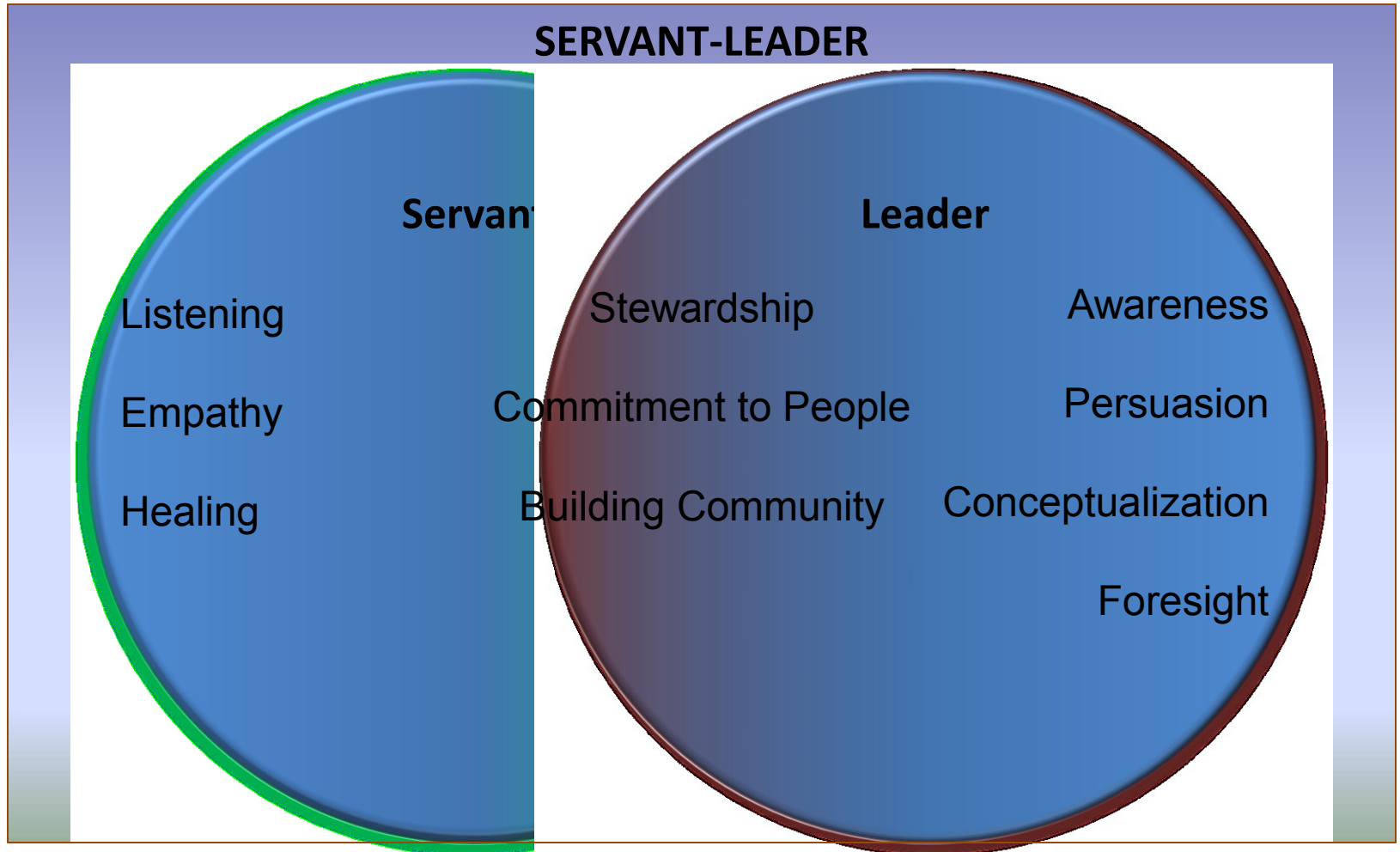
The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first...

...The best test, and 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?"



# Characteristics of a S-L

Breaking out Larry Spears' characteristics into 3 dimensions...



# References

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Any questions?





# An Arc of Concepts

