Are You a Servant Leader?

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Coach As Servant Leader
Servant Leadership

• Consistent with good character and committed citizenship
• Robert Greenleaf essays – philosophy of leadership
• This form of leadership starts with the desire to serve.
Leader as Hero vs. Leader as Servant

- “I” (hero) vs. “You” (servant)
- Competitive vs. Collaborative
- Power over vs. Empowerment
How?

• Ethic of serving
• Skills - listening, awareness and foresight
• Establishing a common vision
Virtue Ethic

• Philosophically – make rational decisions about what is good (good=true)
• Consistent with servant-leader philosophy
• Three virtues to be examined related to servant leadership:
  – Humility
  – Courage
  – Future-mindedness
Test of Servant Leadership

• Pragmatic – Did we get results desired by the people?
• Are people led better off?
• Have they grown in capability?
11 Potential Dimensions

- Calling
- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Growth
- Community Building

Barbuto & Wheeler (2006)
5 Factors

1. Altruistic calling
2. Emotional healing
3. Persuasive mapping
4. Wisdom
5. Organizational stewardship

Barbuto & Wheeler (2006)
LACE

Leadership Academy in Character Education

• Give superintendents and principals tools to establish a culture based on a servant leader model.
• Implement a character education plan
More helping and creative employees

• Empirical research has revealed that employees of servant-leaders are more helping and creative than those working with leaders who scored lower on servant leadership.

More organizational citizenship behaviors

• Servant-leader behaviors are related to organizational justice (fairness in decisions made regarding employees).

• In turn, leads employees to reciprocate by engaging in organizational citizenship behaviors (OCBs).

—Ehrhart, *Personnel Psychology*, 2004
YEA!

Youth Empowerment in Action

Give high school kids opportunities to create campaigns around important issues (smoking, obesity, and others)

Kids' videos on YEA!

Youth Empowerment in Action
Discussion Options

1. Examples relating to servant leadership (2 sides)

2. Servant leader virtue matrix (teal blue sheet)

3. Case study: How does this educator act as a servant leader or not act as a servant leader?
Teal Blue Sheet – Group Exercise

Servant Leader Attributes and Virtues Matrix

<table>
<thead>
<tr>
<th>KEY:</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not relevant</td>
<td>Somewhat relevant</td>
<td>Definitely relevant</td>
<td>Strongly relevant</td>
</tr>
</tbody>
</table>

Which virtues do you see as relevant to the description of servant leader behaviors on the left (1-8)?

**Virtues**

<table>
<thead>
<tr>
<th>Servant Leader Behaviors</th>
<th>Courage</th>
<th>Humility</th>
<th>Future-Mindedness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Values everyone’s contributions;</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
Dr [instructor] is fully committed to her style of teaching. Even when students are obviously dissatisfied with the way things are going, she sticks to her guns. I admire her courage and stick-to-itnessness. It would be much easier to just go along with students. I mean, they are really just asking for things to be as they are in other courses (predictable, structured, consistent). They want clear guidance and direction. I do to. Doesn’t everybody? Yet, I'm starting to get a sense that we are on about something bigger than management, or maybe that management is much bigger than I thought it was.

Maybe organisations and work are less predictable and rational than I have been led to believe. Maybe the chaos and confusion we feel in this course is like the real world. If so, then we are getting a first-hand experience of it... Don’t know if that is a fair course objective...

If control is an important aspect of management, then shouldn’t we see more evidence of effective control in the course? Maybe we are supposed to learn to manage out of this mess ourselves?

But, then, we are not in charge. She is. Or, maybe we are supposed to take a little control ourselves... Maybe that’s why she keeps asking us what we can do to change things. But, I mean, really, can we be expected to change things?

She keeps talking about empowerment. It’s like she wants us to do something we aren’t able to do or to be someone we’re not. Maybe this whole course is about showing us that the person in charge can’t be and do everything on his own. The course obviously won’t work if people don’t step up. Is that what real work organisations are like? Is that the message?
Further Reflection

• Do you agree that foresight is the “lead” that the leader has?

• How might acting as a servant leader change your mind, heart and community? Those around you?
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Bibliography


