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This is the visual support of a presentation made for
ECNAIS 26th annual Conference

SERVANT- LEADERSHIP

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Today's programme

- Introduction
- The pain, the problem, the solution
- How do I become a Servant-Leader?
- How do I serve my organisation?
- Summary and conclusions



Greenleaf Center for Servant-Leadership Brussels

The pain

Listen to the voices ...

„During my introduction course, I was told that the system would cut my wings.“

„You are supposed to have suggestions, but this is the monopoly of the hierarchy.“

„EU people have tremendous wisdom, but I still hear about legs in the sack.“

„I know many good and competent people, but they will never become a Head of Unit because they don't have the right nationality.“

Execution issues ...

Only 37% said to have a clear understanding of what their organization is trying to achieve and why

Only 15% felt that their organization fully enables them to execute key goals

Only 17% felt their organization fosters open communication that is respectful of differing opinions and that results in new and better ideas

Only 10% felt that their organization holds people accountable for results

Only 13 % have high-trust, highly cooperative working relationships with other groups or departments

The pain

Senior management's fatal flaws



Source: 2013 Harvard Business Review

The most common area of weakness for ineffective senior leaders is their ability to develop others, followed by their ability to collaborate (but it's entirely possible to reverse these bad habits)

The pain

The whole person paradigm



Human beings are
four dimensional



Four needs of people



A whole person
in a whole job

By not considering all four dimensions, people feel treated like „things“

The problem

The old system is no longer working, while the new system is not (fully) working yet

Industrial Age management

Power:

- things
- top-down
- control
- efficiency

Knowledge Age leadership

Service:

- people
- co-creation
- empowerment
- effectiveness

Transition

Driven by search for meaning and contribution

EU organisations



- hierarchical
- bureaucratic procedures
- command and control
- limited empowerment
- do more with less
- changing staff needs
- external criticism

Transition

Driven by 21st Century challenges requiring collective European response

EU organisations can do better by embracing a new type of leadership that serves the needs of its stakeholders and its people, now and in the future.

The solution

Servant-Leadership



- A timeless concept, while the phrase “servant-leadership” was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay he first published in 1970.

“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.”

- The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.
- Serving & Leading: Two sides of the same coin
- Leadership is a choice, not a position

The solution

Servant-Leadership characteristics

- Listening
- Empathy
- Healing
- Awareness
- Inspiration
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of people
- Building community

The solution

Greenleaf Acid test

How do you tell a servant-leader is at work?

- Do the people around the person grow?
- Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?



Your hardwired birth-gifts

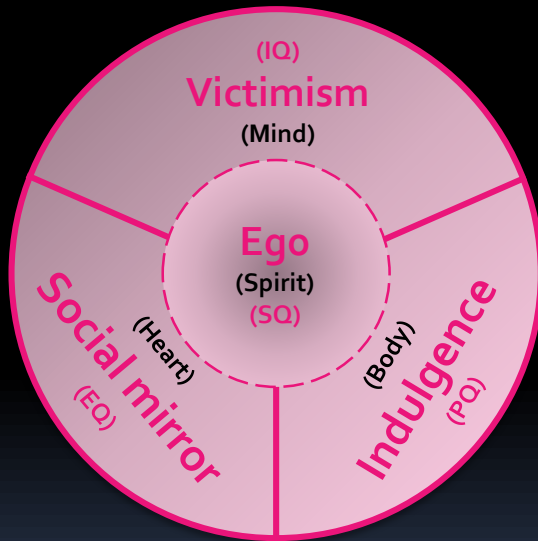
- Choice
 - Freedom and power to choose
- Principles
 - Universal
 - Timeless
 - Self-evident
- 4 Intelligences
 - IQ, PQ, EQ, SQ



Finding your voice

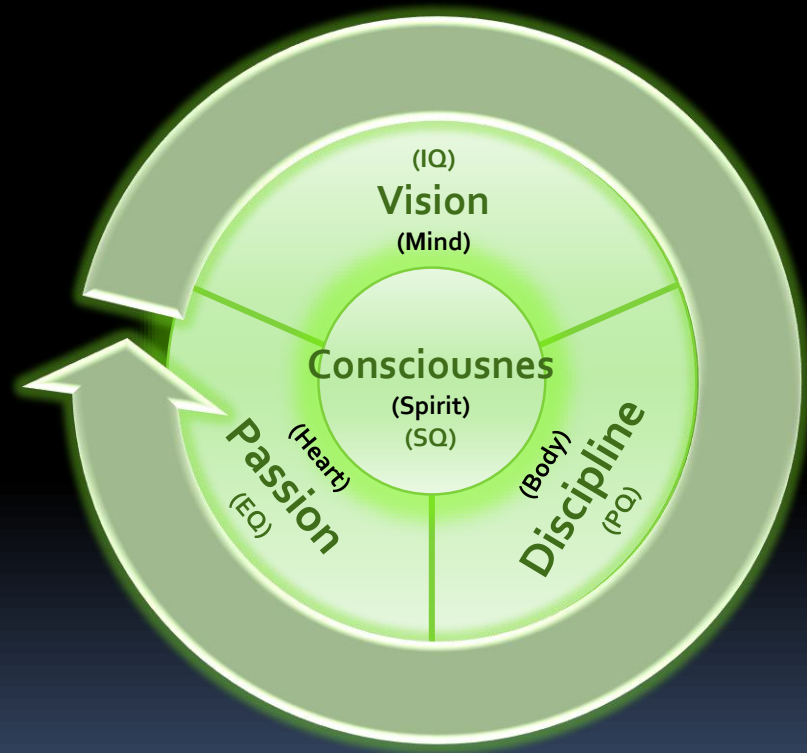
Ego or consciousness?

Outside-in quick fix



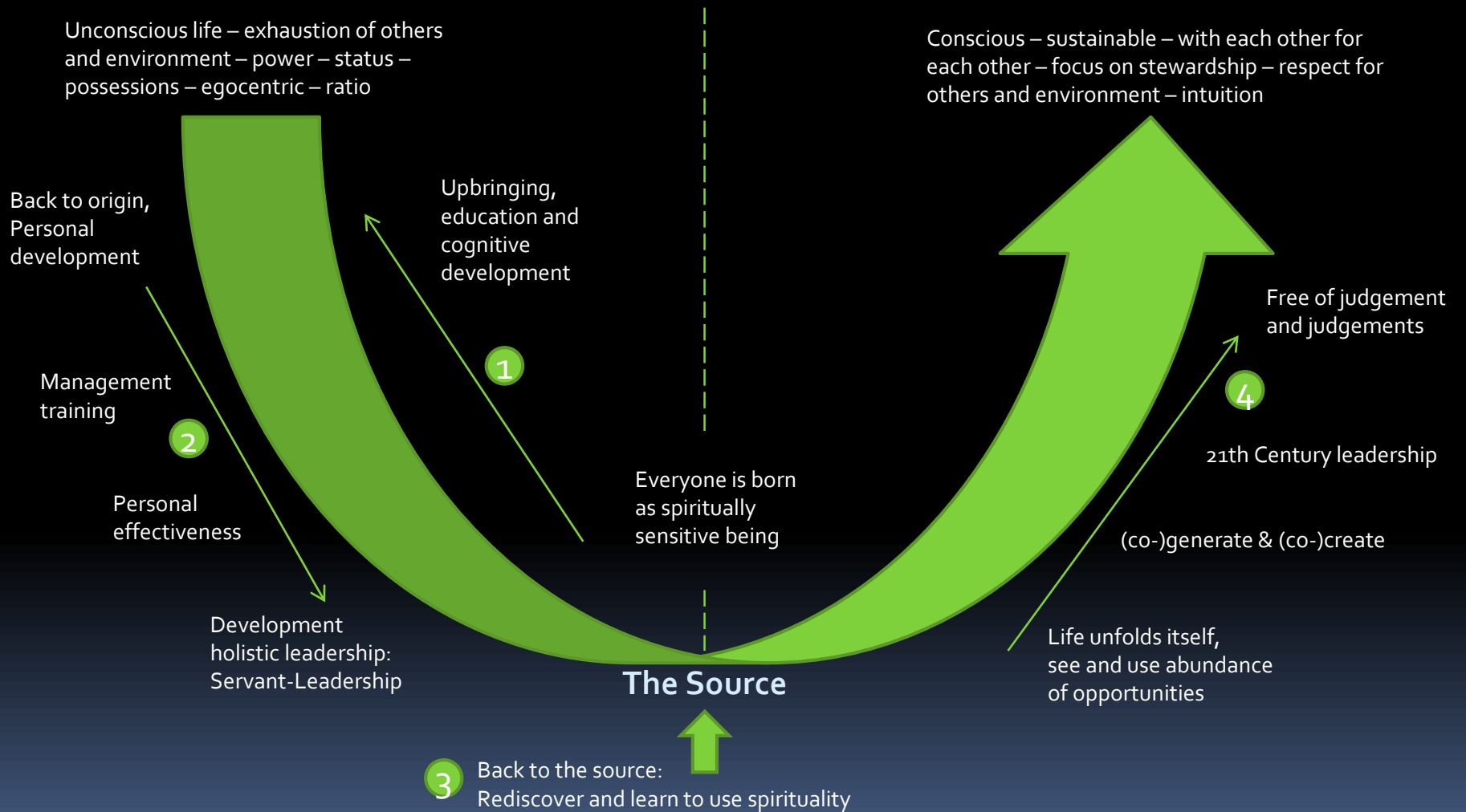
Fragmented person

Inside-out sequential process



Whole person

Walk the inner path to wholeness an inside-out process from ego to consciousness



Eye of the needle

Source: Nederlands Instituut voor Servant Leadership

Nelson Mandela's inner walk to freedom



As I walked out the door
toward my freedom
I knew that if I did not
leave all the anger, hatred
and bitterness behind
That I would still be
in PRISON.



Nelson Mandela



Invictus

Out of the night that covers me,
Black as a pit from pole to pole...
I thank whatever Gods may be
For my unconquerable soul.

In the fell clutch of circumstance,
I have not winced nor cried aloud...
Under the bludgeonings of chance,
My head is bloody, but unbowed.
Beyond this place of wrath and tears,
Looms but the horror of the shade,
And yet the menace of the years,
Finds and shall find me, unafraid.

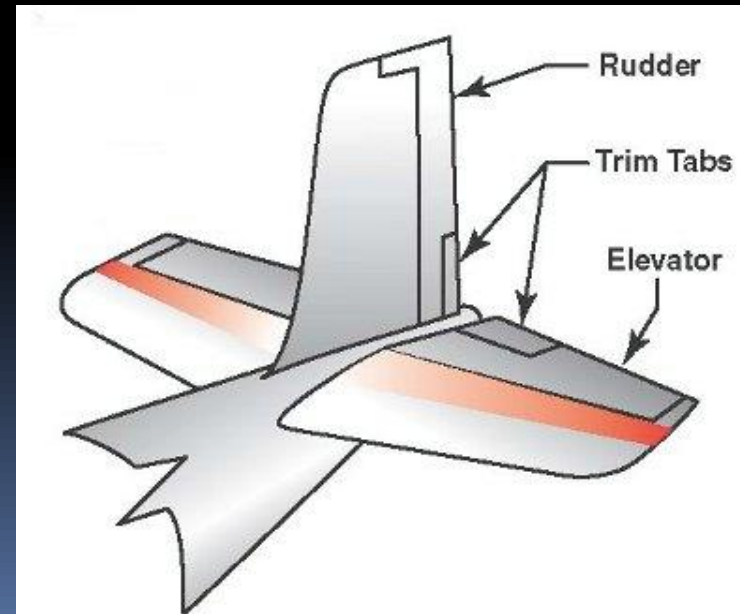
It matters not how strait the Gate,
How charged with punishment the scroll...
I am the Master of my Fate,
I am the Captain of my Soul.

- William Ernest Henley

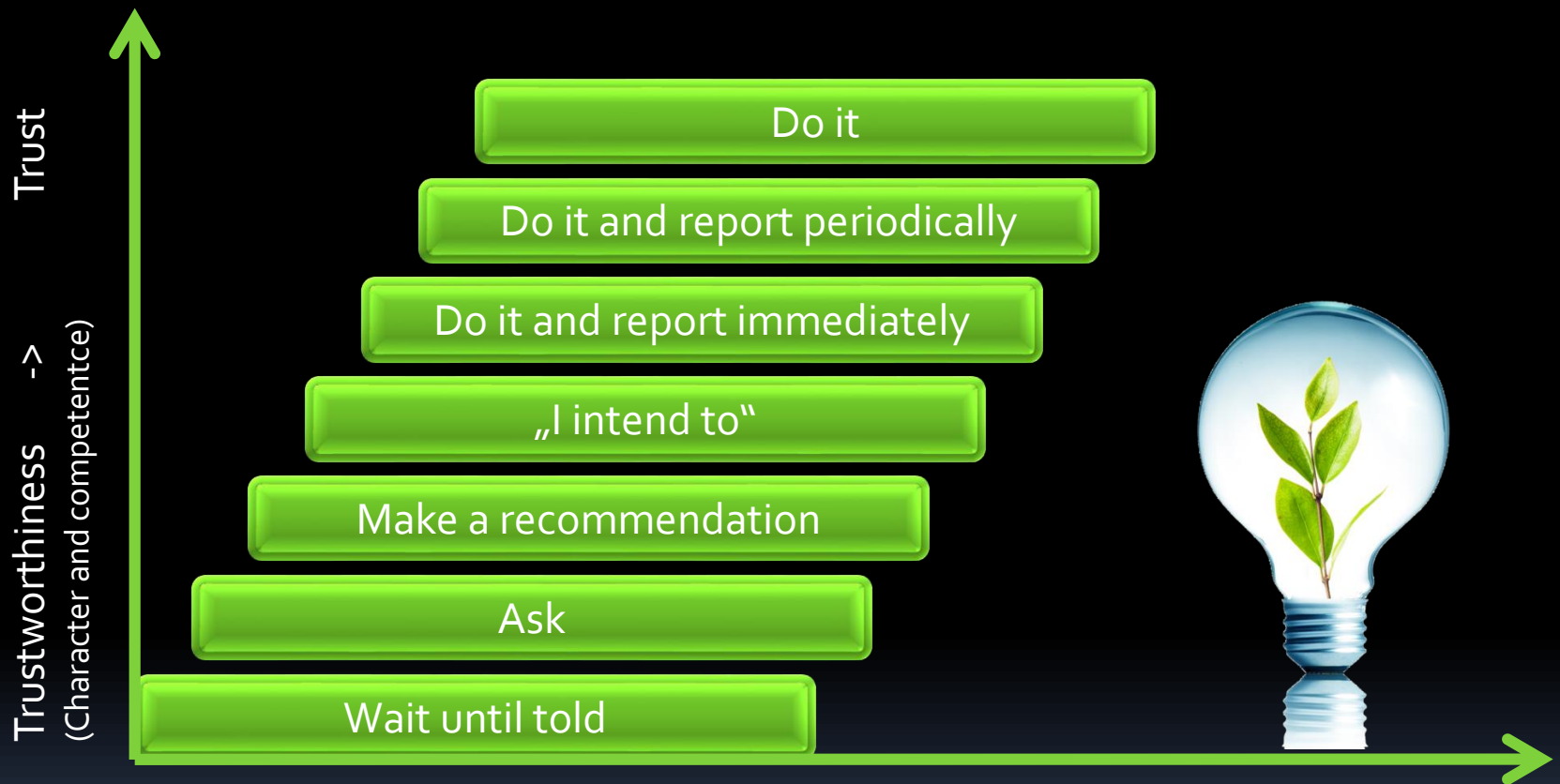
If you are not empowered at work, empower yourself

- Victimism gives your future away
- Avoid the co-dependency trap
- Complement, don't criticize, your boss
- Be a trim-tab leader!

Trim tab:
the small rudder
that turns the big rudder
that turns the plane



Levels of initiative/self-empowerment

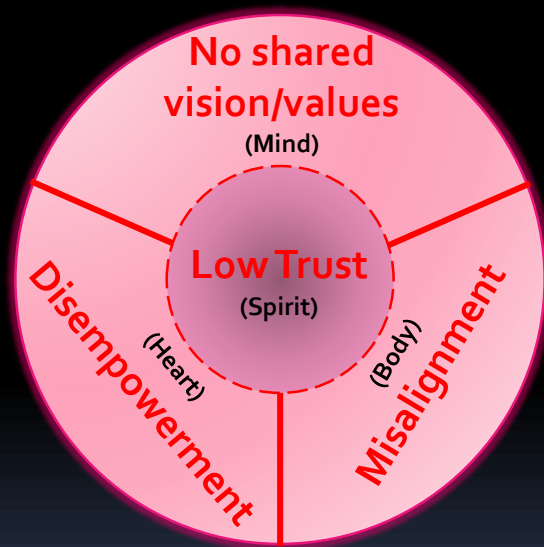


If leadership is a choice, not a position, you can choose the level of initiative you want in response to the question: What is the best I can do under the circumstances?

Inspiring others to serve

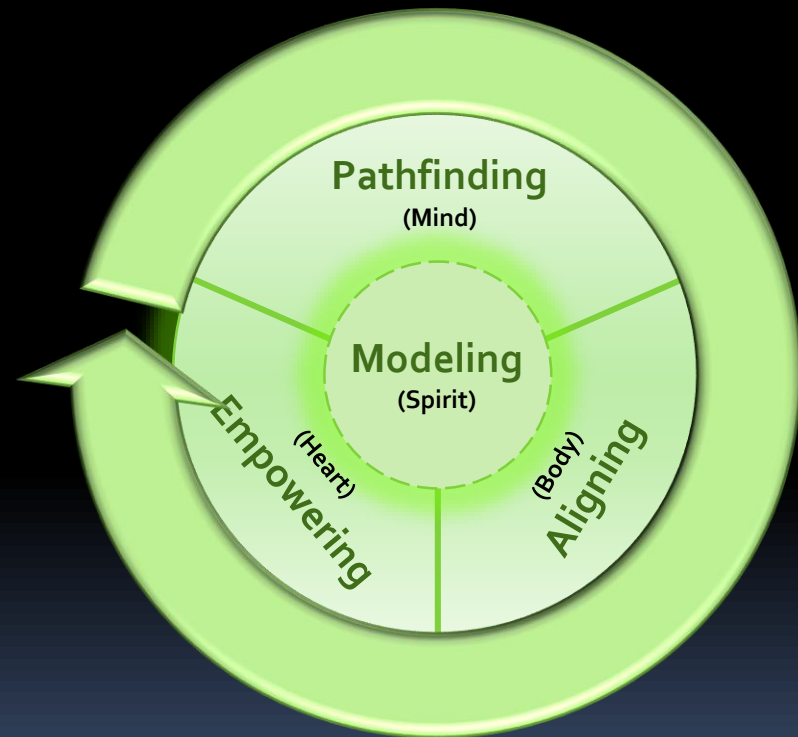
Trust or low trust?

Outside-in quick fix



Straitjackets human potential

Inside-out sequential process



Unleashes human potential



“Revolutionary ideas do not change institutions. People change them by taking the risks to serve and lead, and by the sustained painstaking care that institution building requires.”

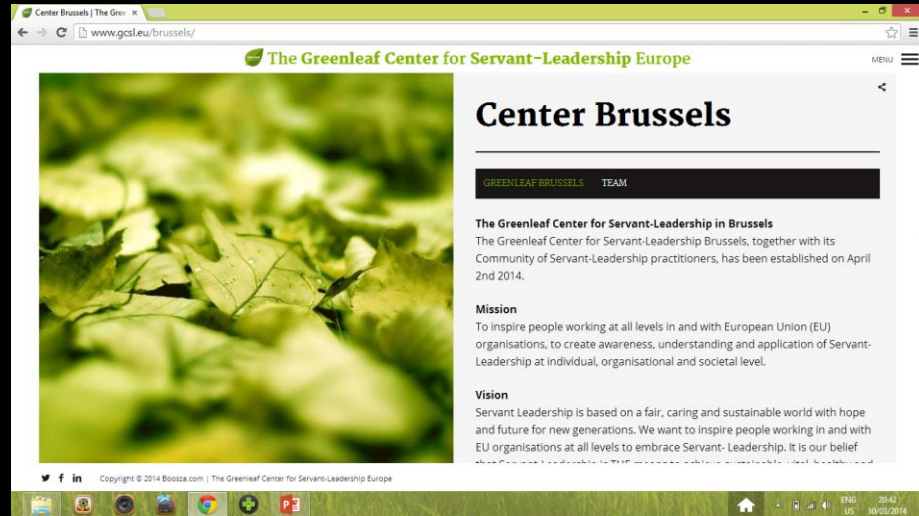
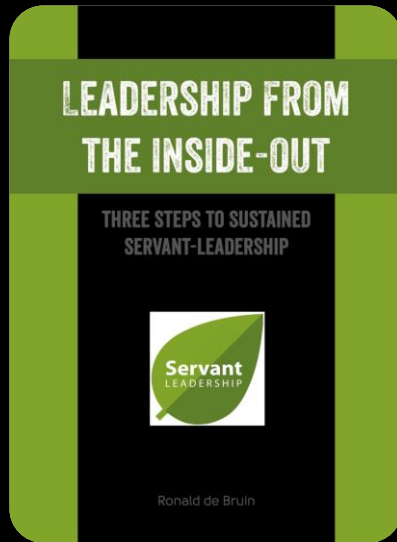
- Robert K. Greenleaf

Lifelong Serving

The next EU Lifelong Learning project?

- Servant-leadership is an attitude
- Teachers serve as role models for the next generation, passing on behavioural attitudes
- Schools to embrace servant-leadership to empower teachers in finding their voice and serving the (future) needs of their pupils better
- ECNAIS is uniquely positioned to design Lifelong Serving project for its membership

@ your service!



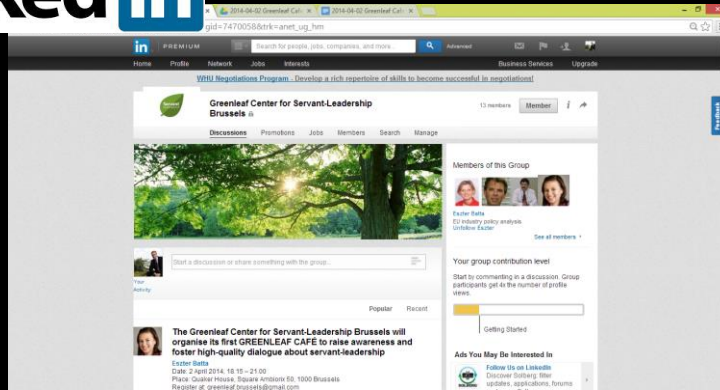
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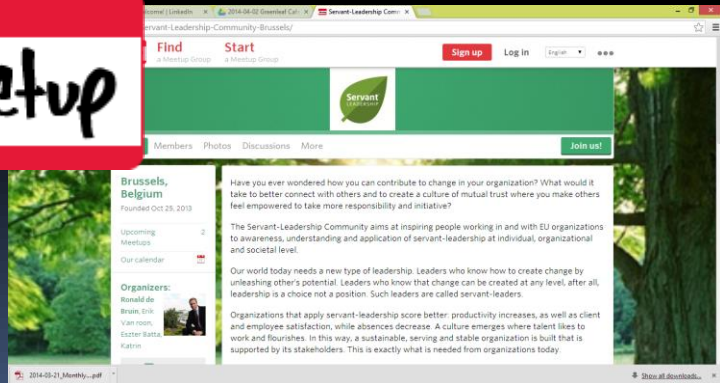
brussels@gcs1.eu

Community of Practitioners

LinkedIn



Meetup



INVITATION

GREENLEAF CAFÉ



- The Greenleaf Center for Servant-Leadership Brussels will organise its first GREENLEAF CAFÉ to raise awareness and foster high-quality dialogue about servant-leadership and what it can bring to your personal growth and development, as well as to your organisation.
- This event aims at people working in and with EU organisations who would like to learn more about servant-leadership, while sharing insights and connecting with others. And is entirely for free.
- Your hosting team has extensive experience with 21st century leadership in EU organisations, the private sector and public-private partnerships.
- You are kindly invited to register by replying to: greenleaf.brussels@gmail.com

2 April 2014
18.15 – 21.00

Quaker House
Square Ambiorix 50
1000 Brussels

[How to get there](#)

Have you ever wondered how you can contribute to change in your organisation? What would it take to better connect with others and to create a culture of mutual trust where you make others feel empowered to take more responsibility and initiative?

Our world today needs a new type of leadership. Leaders who know how to create change by unleashing other's potential. Leaders who know that change can be created at any level, after all, leadership is a choice not a position. Such leaders are called servant-leaders.

Organizations that apply servant-leadership score better: productivity increases, as well as client and employee satisfaction, while absences decrease. A culture emerges where talent likes to work and flourishes. In this way, a sustainable, serving and stable organisation is built that is supported by its stakeholders. This is exactly what is needed from organisations today.

Do you feel inspired to become a servant-leader? Connect with us and find out more!

With inspirational regards from your hosting team,
Esther Batta, Ronald de Bruijn, Katrin Dirksen, Erik van Rooij



GREENLEAF CENTER FOR SERVANT-LEADERSHIP BRUSSELS
We inspire people working in and with EU organisations to awareness, knowledge and application of servant-leadership



HOW CAN I HELP?

European Commission, DG CNECT, Brussels, 2 April 2014