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SERVANT- LEADERSHIP

Dr. Ronald de Bruin
Co-founder Greenleaf Center for Servant-Leadership Brussels
Ambassador Greenleaf Center for Servant-Leadership Europe

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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
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

Source: xQ Questionnaire by Harris Interactive
The pain
Senior management’s fatal flaws

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)

Source: 2013 Harvard Business Review
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“

Source: Stephen R. Covey
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?

Source: Robert K. Greenleaf
Your hardwired birth-gifts

- **Choice**
  - Freedom and power to choose

- **Principles**
  - Universal
  - Timeless
  - Self-evident

- **4 Intelligences**
  - IQ, PQ, EQ, SQ

Source: Stephen R. Covey
Finding your voice
Ego or consciousness?

Outside-in quick fix

Whole person

Fragmented person

Source: Stephen R. Covey
Walk the inner path to wholeness
an inside-out process from ego to consciousness

Everyone is born as a spiritually-sensitive being.

Unconscious life – exhaustion of others and environment – power – status – possessions – egocentric – ratio

Conscious – sustainable – with each other for each other – focus on stewardship – respect for others and environment – intuition

Back to origin, Personal development

Management training

Personal effectiveness

Development holistic leadership: Servant-Leadership

Upbringing, education and cognitive development

Everyone is born as spiritually sensitive being

The Source

Back to the source: Rediscover and learn to use spirituality

21st Century leadership

Life unfolds itself, see and use abundance of opportunities

Free of judgement and judgements

(co-)generate & (co-)create

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
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?

Source: Stephen R. Covey
Inspiring others to serve
Trust or low trust?

Outside-in quick fix

No shared vision/values (Mind)
Low Trust (Spirit)
Misalignment (Body)
Disempowerment (Heart)

Straitjackets human potential

Inside-out sequential process

Pathfinding (Mind)
Modeling (Spirit)
Empowering (Heart)
Aligning (Body)

Unleashes human potential

Source: Stephen R. Covey
“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
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brussels@gcs1.eu
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