Servant Leadership: Global Trends in Leadership

David McNamee
Interim Chair, Graduate and Undergraduate Business
Director, Center for Servant Leadership
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…

SERVANT-LEADER

Servant
- Listening
- Empathy
- Healing

Leader
- Stewardship
- Commitment to People
- Building Community
- Awareness
- Persuasion
- Conceptualization
- Foresight

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References


• Kurzweil, R. (1999). The Age of Spiritual Machines, Viking


• Schroeder, C. (September 01, 1999). Partnerships: An Imperative for Enhancing Student Learning and Institutional Effectiveness. New Directions for Student Services.

Any questions?
An Arc of Concepts

Agrarian
Feudal

Industrial
Scientific
Traditional

Technology
Globalization
Human Resources

Knowledge
Intercultural
Complexity
Systems
Transformative
Leadership at
the edges
Social Justice