Servant Leadership by Robert K Greenleaf

By Syndicate Group 7 – SBS7
Eddah
Eliud
Githua
James Karaimu
Lydia Gachanja
Sheila Mwarangu
Symon Bargarue
Tanya Braganza
Definition

- Servant Leadership is both a leadership philosophy and set of leadership practices.
- Servant Leadership shares power, puts the needs of others first and helps people develop and perform as highly as possible.
- Robert Greenleaf is best known for founding the modern servant leadership theory and
  It’s practiced in his
Servant Leadership Framework

- **Service to others** – SL begins when a leader assumes the position of servant in their interactions with followers.

- **Holistic approach to work** – SL holds that the work exists for the person as much as the person exist for the work. The theory promotes a view that individuals should be encouraged to be who they are, in their professional as well as personal lives.

- **Promoting a sense of community** – Greenleaf lamented that only by establishing a sense of community among followers can an organization succeed in it’ objectives.

- **Sharing of power in Decision-Making** – Effective SL is best evident by the cultivation of servant-leadership in others. By nurturing participatory, empowering environments, and encouraging the talents of followers the SL creates a more effective, motivated workforce and ultimately a more successful organization.
Servant Leader Characteristics

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment
- Building Community

Servant Leadership: A New Approach in The Academic and Faculty Environment
Servant Leader Characteristics Cont’

• **Listening** – According to Greenleaf only a true natural servant automatically responds to any problem by listening first.

• **Empathy** – The ability to mentally project ones’ own consciousness into that of another individual. Understanding others feelings.

• **Healing** – Helps foster each person’s emotional and spiritual health. Recognizes the shared human desire to find wholeness in one’s self, and support it in others.

• **Awareness** – Understanding his/her own values, feelings, strengths and weaknesses. Without awareness, we miss leadership opportunities.

• **Persuasion** – Influence others through their persuasion. The effective servant leader builds group consensus through gentle but clear and persistent persuasion, and does not exert group compliance through position power.
• **Conceptualization** – Integrates present realities and future possibilities. The servant leader can conceive solutions to problems that do not currently exist. (Greenleaf, 1970, PP. 23-25)

• **Foresight** – Needs to have a well developed sense of intuition about how the past, present and future are connected. “Foresight, is a better than average guess about what is going to happen when in the future” (Greenleaf, 1970, P.16)

• **Stewardship** – Leader who holds an organization resource in trust for the greater good, not only the individual followers within the organization, but also the organization as a whole.

• **Commitment to the growth of people** – Responsible for serving the need of others. “The secret of institution building is to be able to weld a team of such people by lifting them up to grow taller than they would otherwise be” (1970, p.14)

• **Building Community** – A leader is to help create a sense of community among people. The rise of large institutions has eroded community, the social pact that unities individuals in society.
Origin and Examples of Servant leaders

• Jesus of Nazareth
• Robert K Greenleaf
• Martin Luther King, Jr
• Gandhi
• Mother Teresa
• Pope Francis.
• Mostly the Non-profit Organizations
• Government entities like Army, Navy.
Theory Criticism

• SL is scrutinized for remaining grounded in philosophical theory and for lacking empirical (based on experience) substantiation.
• Servant Leadership is identified as either anti-feminist or religious in nature. It argues that the values attributed to servant-leadership are gender biased, and accuses the theory of perpetuating a theology of leadership.
Is Philip Hampos Knight a Servant Leader?

• Knight is not a servant leader but he has certain traits that depict a servant leader.
  – Good Listener but showed no empathy – He quietly listened to his followers even when they argued and watched until they came to a conclusion.
  – Awareness – He was well aware of the market, he was on point with his products
  – Persuasive – He managed to persuade his colleagues, former school mates to work for him.
The End

Questions/Comments