

The Positive Power of Servant Leadership

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"People need to be reminded more that they need to be instructed." – Samuel Johnson, English author, critic, and lexicographer 1709-1784

"In the new world of business, where it is every leader's job to make sense of a fast changing environment, storytelling is the ultimate leadership tool." - Howard Gardner, Professor of Cognition and Education, Harvard Graduate School of Education, Harvard University, He is the senior director of Harvard Project Zero, and since 1995, he is the co-director of The Good Project.

"We all need to develop the ability to be dynamic and stable as if we were living in the eye of the hurricane." - Thomas Loren Friedman {born July 20, 1953} is an American journalist, author of Thank You for Being Late, and three time Pulitzer Prize winner.

"Leadership is who you are, management is what you do."

"All of leadership development is character development."

INTEGRITY

Truth Trust Respect Unity

FORWARD THINKING

Vision Mission

INSPIRATION

Energy & Enthusiasm

Competence

Know what you are doing and what you are talking about.

Servant Leadership Best Test

"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?" – Robert K. Greenleaf

Service is Love Made Visible

We shape our lives, our communities, our institutions and organizations by the conversations we have.

* Look for the GOOD STUFF.



You never know the positive power of your **PRESENCE**. Let's push together, it's just too hard pushing alone.

Good Work, Hard Work, Noble Work

THANK YOU FOR DOING IT WELL.

RESOURCES

The Road to Character
Brooks, David

Thank you for Being Late
Friedman, Thomas

Focus, the Hidden Drive of Excellence
Goleman, Daniel

The Servant as Leader
Greenleaf Robert

The Truth about Leadership
Tutu, Desmond. *Made for Goodness*

Kouzes, James and Posner, Barry.

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Servant Leadership Defined

“To engage and inspire others to work for a Greater Good every day.”

Engagement

- Meaningful work and expression
- Voice is encouraged and respected

Engage

- Energy
- Encouragement (en-couer)
- Ethical

Inspire

- Paracletus (gc.) – one who responds to the cry
- Care – KARA
- En-theos – enthusiasm

Work

- Good Work
- Hard Work
- Noble Work
- Sacred Work
- Our Work

Greater Good

- Immanent and transcendent
- “If you want common ground you must be willing to reach for higher ground.”

Every Day

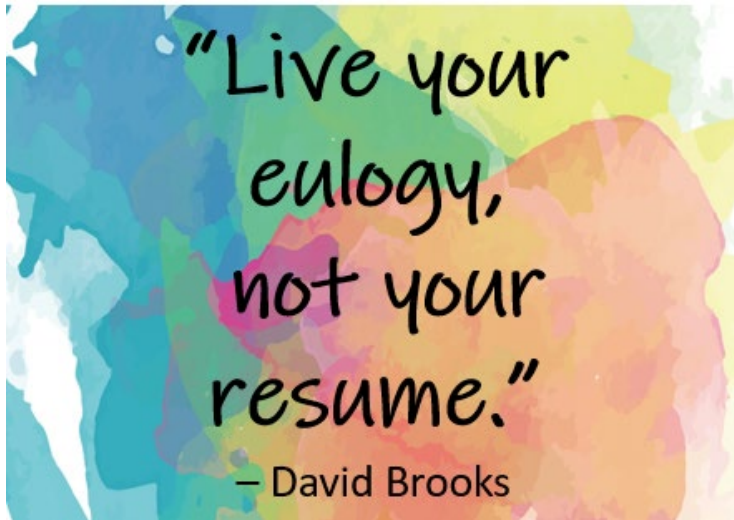
- We become our habits
- Developing a life of virtue personally, communally, professionally
- “A million moments of goodness changes the world.”

“As we look ahead into the next century, leaders will be those who empower others.”

William H. Gates

“Servant-leadership is more than a concept, it is a fact. Any great leader, by which I also mean an ethical leader of any group, will see herself or himself as a servant of that group and will act accordingly.”

M. Scott Peck

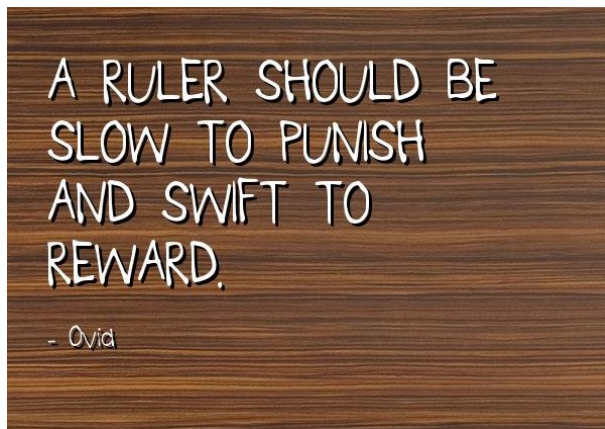


SERVANT LEADERSHIP

John Gagliardi
St. John's University
Collegeville, MN

Relevant Quotes

A true leader has the confidence to stand alone, the courage to make tough decisions and the compassion to listen to the needs of others. He doesn't set out to be a leader, but becomes one by the quality of his actions and the integrity of his intent. In the end, leaders are much like eagles . . . they do not flock; you find them one at a time. – Unknown



No man will make a great leader who wants to do it all himself, or to get all the credit for doing it. – Andrew Carnegie

A man who wants to lead the orchestra must turn his back on the crowd, - Max Lucado

Never tell people how to do things. Tell them what to do and they will surprise you with the ingenuity. – General George Patton

Do what you feel in your heart to be right – for you'll be criticized anyway. – Eleanor Roosevelt

If one is lucky, a solitary fantasy can totally transform one million realities. – Maya Angelou

OVID

Latin in full **Publius Ovidius Naso**, (born March 20, 43 BCE, Sulmo, Roman Empire [now Sulmona, Italy]—died 17 CE, Tomis, Moesia [now Constanța, Romania]), Roman poet noted especially for his *Ars amatoria* and *Metamorphoses*. His verse had immense influence both by its imaginative interpretations of Classical myth and as an example of supreme technical accomplishment.

If your actions inspire others to dream more, learn more, do more and become more, you are a leader. – John Quincy Adams

It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership. – Nelson Mandela

Not the cry, but the flight of a wild duck, leads the flock to fly and follow. – Chinese Proverb

Whatever you are, be a good one. No man is good enough to govern another man without the other's consent. – Abraham Lincoln

There are three essentials to leadership: humility, clarity and courage. – Fuchan Yuan

I am endlessly fascinated that playing football is considered a training ground for leadership, but raising children isn't. – Dee Dee Myers

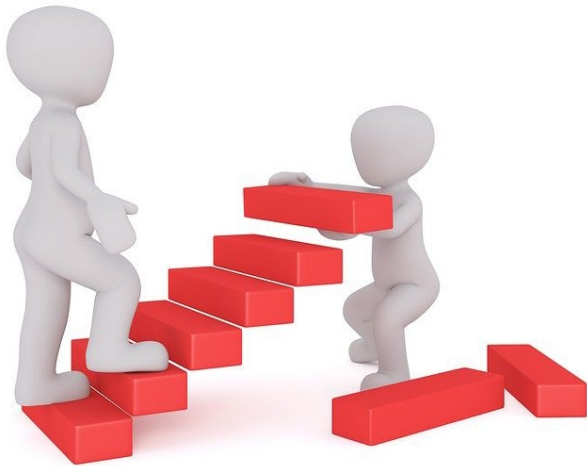
The supreme quality of leadership is integrity. You don't lead by hitting people over the head – that's assault, not leadership. – Dwight Eisenhower

Earn your leadership every day. – Michael Jordan

One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.

Arnold H. Glasow

Who is the servant-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. The difference manifests itself in the care taken by the servant to make sure that other people’s highest priority needs are being met.”

“Listening, coupled with regular periods of reflection, are essential to the growth of the servant-leader.”

Robert K. Greenleaf

The Best Test



“Do those served, grow?
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?”

“Leaders who add value by
serving believe in their
people before their people
believe in them and serve
others before they are
served.”

John C. Maxwell

The Millwright Died

My father is ninety-six years old. He is the founder of Herman Miller, and much of the value system and impounded energy of the company, a legacy still drawn on today, is a part of his contribution. In the furniture industry of the 1920s the machines of most factories were not run by electric motors, but by pulleys from a central drive shaft. The central drive shaft was run by the steam engine. The steam engine got its steam from the boiler. The boiler, in our case, got its fuel from the sawdust and other waste coming out of the machine room - a beautiful cycle.

The millwright was the person who oversaw the cycle and on whom the entire activity of the operation depended. He was a key person.

One day the millwright died.

My father, being a young manager at the time, did not particularly know what he should do when a key person died, but thought he ought to go visit the family. He went to the house and was invited to join the family in the living room. There was some awkward conversation - the kind with which many of us are familiar.

The widow asked my father if it would be all right if she read aloud some poetry. Naturally, he agreed. She went into another room, came back with a bound book, and for many minutes read selected pieces of beautiful poetry. When she finished, my father commended on how beautiful the poetry was and asked who wrote it. She replied that her husband, the millwright, was the poet.

It is now nearly sixty years since the millwright died, and my father and many of us at Herman Miller continue to wonder: Was he a poet who did millwright's work, or was he a millwright who wrote poetry?

In our effort to understand corporate life, what is it we should learn from this story? In addition to all of the ratios and goals and parameters and bottom lines, it is fundamental that leaders endorse a concept of person. This begins with an understanding of the diversity of people's gifts and talents and skills.

Understanding and accepting diversity enables us to see that each of us is needed. It also enables us to begin to think about being abandoned to the strengths of others, of admitting that we cannot know or do everything.

The simple act of recognizing diversity in corporate life helps us to connect the great variety of gifts that people bring to the work and service of the organization. Diversity allows each of us to contribute in a special way, to make our special gift a part of the corporate effort.

Recognizing diversity helps us to understand the need we have for opportunity, equity, and identity in the workplace.

Recognizing diversity gives us the chance to provide meaning, fulfillment, and purpose, which are not to be relegated solely to private life any more than are such things as love, beauty, and joy. It also helps us to understand that for many of us there is a fundamental difference between goals and rewards. In the end, diversity is not only real in our corporate groups but, as with the millwright, it frequently goes unrecognized. Or as another poet, Thomas Gray, put it, talent may go unnoticed and unused.

Full many a gem of purest ray serene,
The dark unfathomed caves of ocean bear:
Full many a flower is born to blush unseen,
And waste its sweetness on the desert air.

When we think about leaders and the variety of gifts people bring to corporations and institutions, we see that the art of leadership lies in polishing and liberating and enabling those gifts.



Thomas Gray
1716-1771
English poet, letter-writer,
classical scholar and professor
at Cambridge University

Poems by Thomas Gray

Elegy Written In a Country
Churchyard

The Bard: A Pindaric Ode

Ode on the Death of a Favorite
Cat, Drowned in a Tub of
Goldfishes

The Fatal Sisters: An Ode