

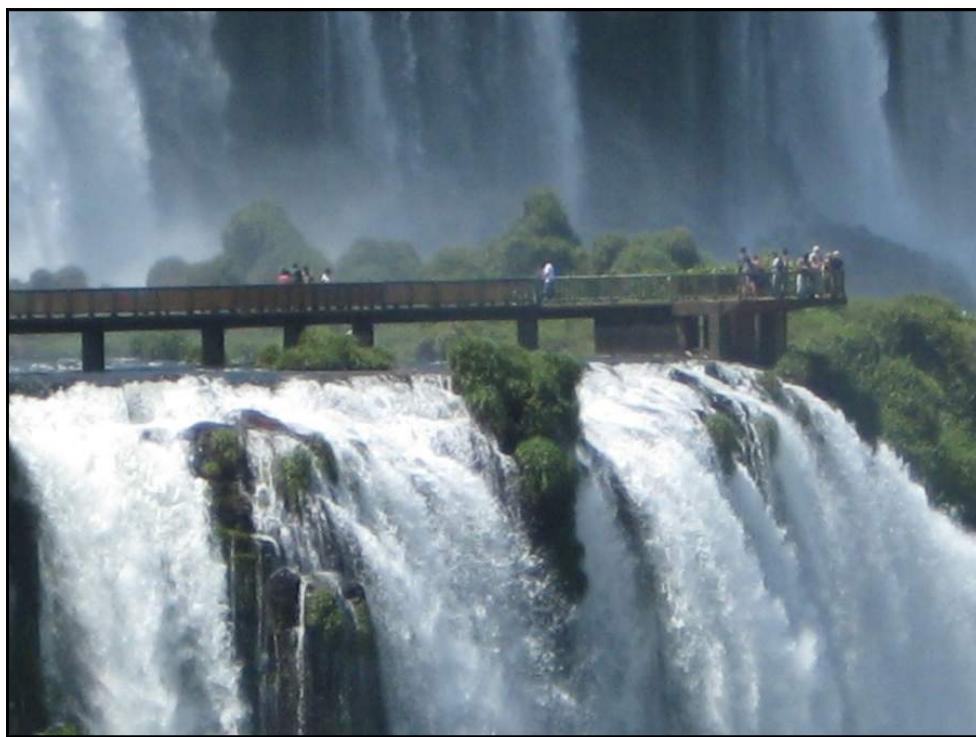
Los Angeles Religious Education Congress
Servant
Leadership: A
Transformative
Approach
by Dr. Dan R.
Ebener



www.QCLCI.com

EbenerDanR@sau.edu





Leadership



The world
desperately
needs
leaders.

And a new
model.

Introduction: Leadership

In one word:

What kind of leader do you want to be?

Leadership: A **voluntary** and **interactive** relationship to bring about **Change**: in thinking, action, attitude, policies, structures, culture and strategy.



The Idea of Leadership

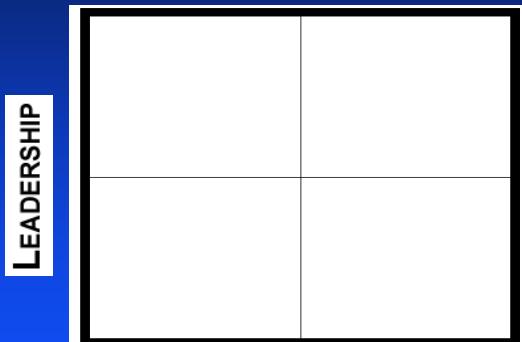
- Leadership is distinct from Management:
 - **Management is positional.**
 - **Leadership can emerge from anywhere.**
 - **Management can and does use authority.**
 - **Leadership is not coercive.**
 - › Leaders inspire, invite and influence.
 - › Leaders transform self, others, organization, society.

Leadership and Management

- Leadership:
 - Transforming
 - Visioning
 - Inspiring
 - Setting direction
 - Initiating new projects
- Management:
 - Reforming
 - Implementing
 - Motivating
 - Day-to-day planning
 - Operations
 - Finance
 - HR Mgt

Leadership and Management

Most organizations are
“over-managed and under-led”



MANAGEMENT

Adapted from *Leading Change* by John P. Kotter

Task Side of Leadership



- Leadership is all about change.
- Leadership requires life-long learning.
- Most people long for stability.
 - Therefore, leaders stimulate change.

White Water Rafting The Speed of Change in our World





Entropy

**Environmental
change
(external)**

Demands :

**Organizational
change
(internal).**

Given the Speed of Change....

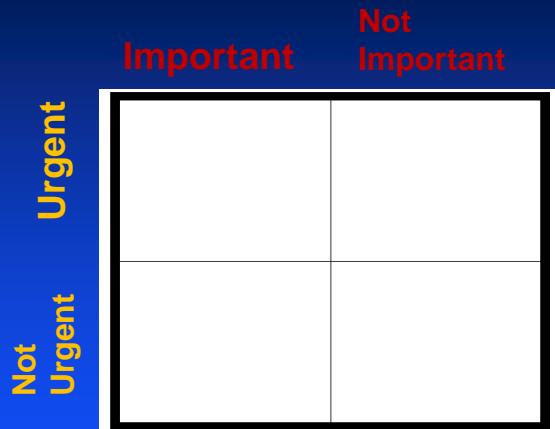
Become
faster.

Become
flatter.

Become more
flexible.



Urgent and Important



Relationship Side of Leadership

Leadership is:

Interactive,
voluntary
relationship
moving toward
common goal



Relationship between Leaders and Followers

Nothing
coercive
about
leadership



Leadership or Management?

- Your choice:
Leadership or
Management?





Wall Street Journal Survey

- Ability to work on a team
- Analytical / problem-solving skills
- Fit the corporate culture
- Hard work and dedication
- Integrity / personal ethics
- Interpersonal skills
- Leadership potential
- Likelihood of future success
- Past success
- Strategic thinking

Top Four



- Interpersonal skills
- Ability to work well on a team
- Integrity / Personal ethics
- Analytical / Problem-solving skills

What Organizational Leaders Do ...

- Coach and provide feedback
- Develop trust and respect
- Inspire and motivate
- Empower others
- Build teamwork and collaboration
- Clarify sense of mission (purpose)
- Create shared vision (direction)



360 degree Leadership

- 1. Leading your direct reports
- 2. Collaborating with your peers
- 3. Working with your boss
- 4. Leading teams



Task or Relationship?



**Which way
do you
lean?**

Discussion Question



- What do you see as your strength: working on the task or building the relationship?
 - Discuss one-on-one, then at your tables. Come up with one key insight to share with large group.

Leadership Studies

Where are you on this line?

- Michigan: Originally saw leadership as a location on **one continuum** between task and relationship (1950s).



Leadership Studies

- Ohio State: Saw leadership with a different paradigm.
 - Task AND relationship
 - Not mutually exclusive components
 - Led to Blake and Mouton model



Dual Focus

**Achieving
Results**

Developing Relationships

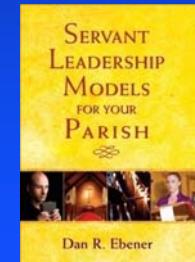
Dimensional Model of Behavior



Servant Leadership

- What is it anyway?

Greenleaf:
Motivated to
serve, then to
lead.



The Servant as Leader



- Motivated by mission, vision and core values.
- At the service of the organization.
- Willing to share power with others.
- At the service of others.

Intrinsic & Extrinsic Motivation

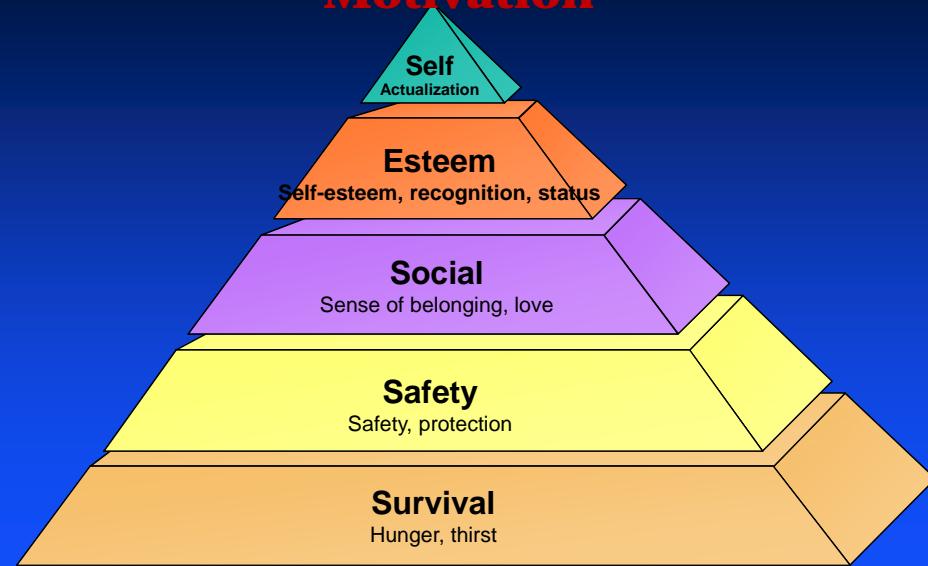
Intrinsic Motivation:

- Caused by positive internal feelings.
- Inspiration.
- Generated by mission, vision and values.

Extrinsic Motivation:

- Caused by the desire to attain external outcomes.
- Gain rewards.
- Avoid punishment.

Maslow's Hierarchy of Needs: Motivation



Transformational Leaders (Bass)

- Inspirational Motivation
 - Intellectual Stimulation
 - Individual Consideration
- Idealized Influence



Transactional “Leaders”



- Reward
- Punish
- Control
- Motivate extrinsically
- Manage

Organizational Citizenship Behaviors



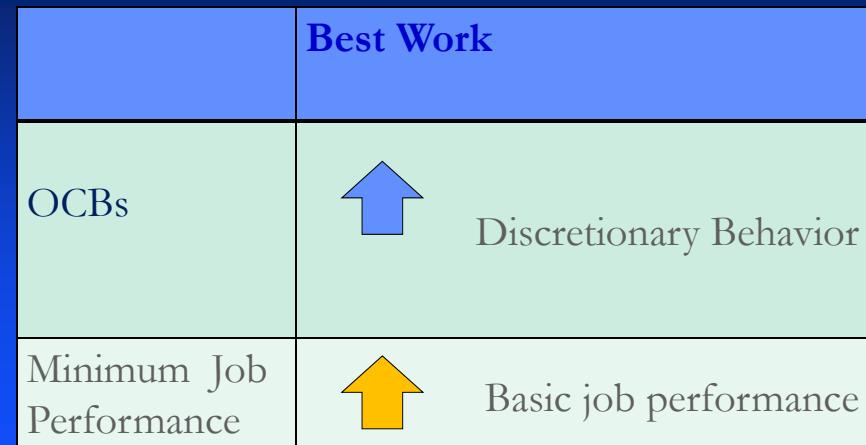
- Helping
- Initiating
- Participating
- Self-Developing

- Cheerleading
- Housekeeping
- Sportsmanship

Motivation

- First: Minimum job performance
- More important: Organizational citizenship behavior (OCBs)
 - To increase customer satisfaction, increase employee satisfaction.
 - To increase employee satisfaction, consider impact of leader behaviors.
 - The leader has to pay close attention to those who are closest to the customer.

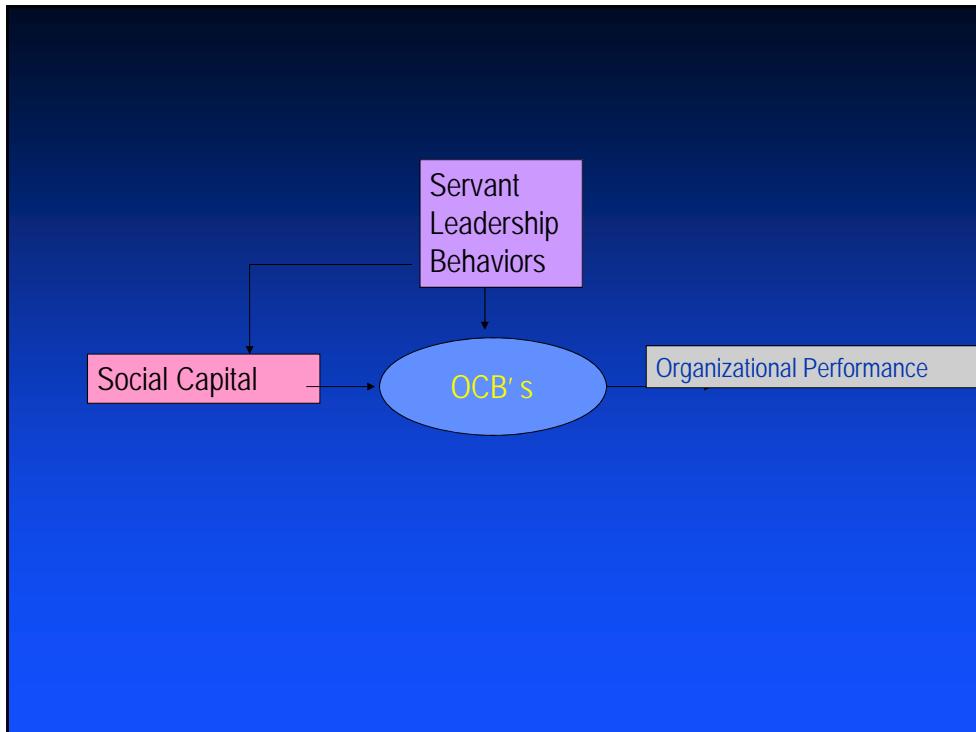
Organizational Citizenship Behaviors



Organizational Effectiveness

- Social Capital generates the conditions that enhance Organizational Citizenship.
- **Organizational Citizenship Behaviors** enhance Organizational Effectiveness.





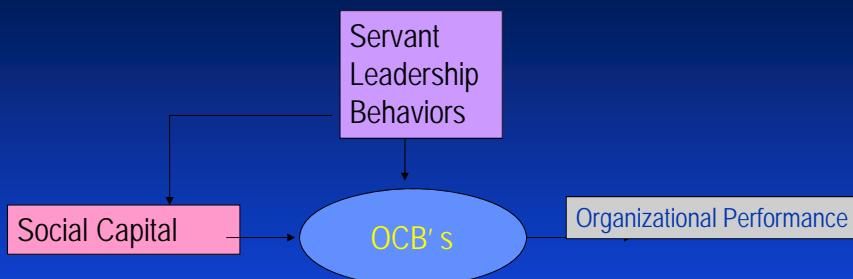
Organizational Citizenship Behaviors (OCBs)



- Helping
- Initiating
- Participating
- Self-developing

Servant Leader Behaviors (SLBs)

- Recognizing
- Serving
- Empowering

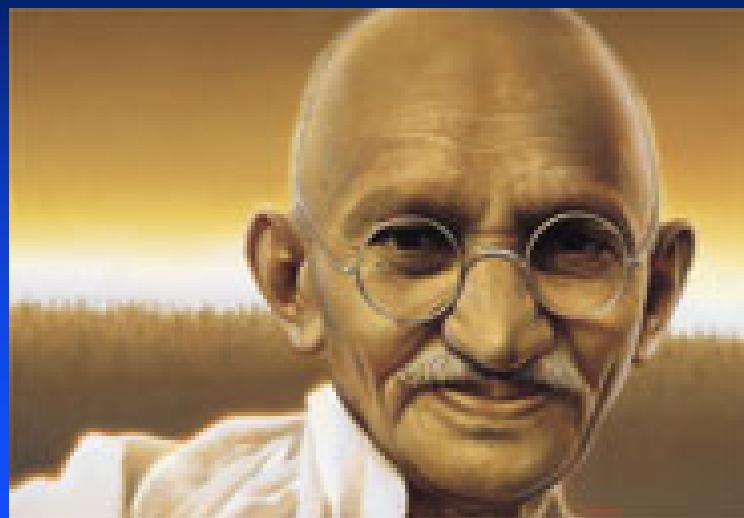


Transformational Leadership Settings

- Self-leadership
- One-on-one
 - Teams
- Organizations
- Community



The Virtues of Leadership



Wisdom



Empathy



Humility



Justice



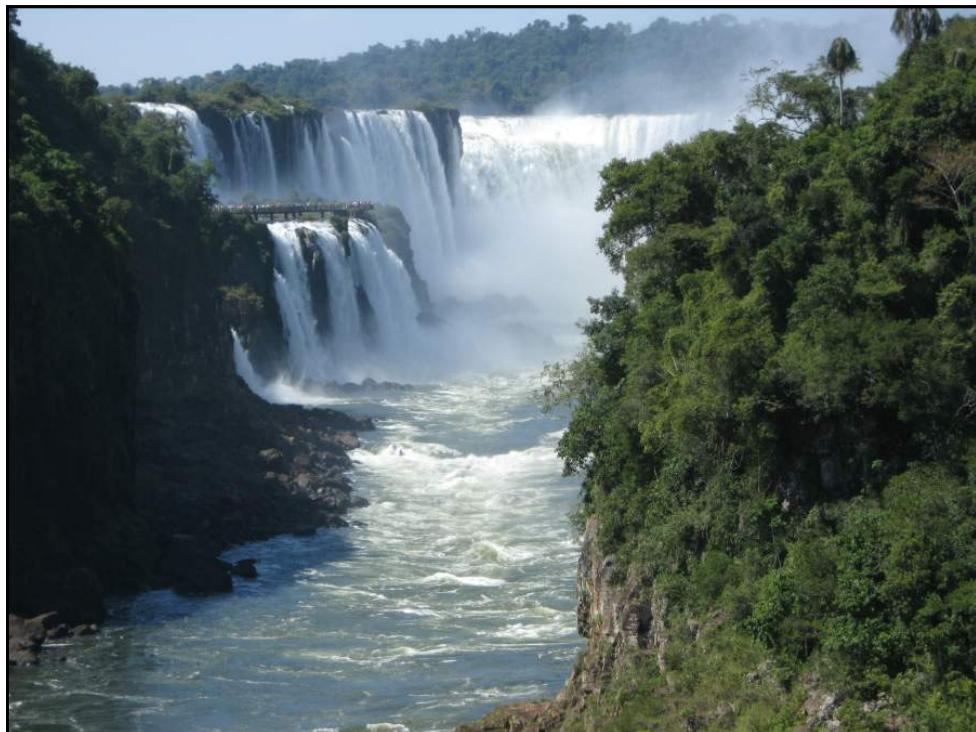


Peace



Courage





The Beatitudes Leader



Matthew 5:1-12:

- Jesus draws away from the crowds.
 - Goes uphill.
 - Sits down.
 - Gathers disciples around him.
 - Begins to teach...

Wisdom:

**Blessed are the
Poor in Spirit:**

**For theirs is the
Kingdom of
Heaven.**



Empathy:

**Blessed are
they who
Mourn**

**- For they
shall be
comforted.**



Humility: Blessed are the Meek

- For they shall inherit the earth.



Justice: Blessed are they who hunger and thirst for Righteousness

- For they shall be satisfied.

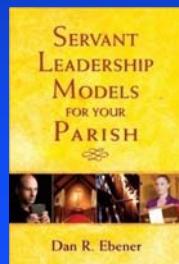


**Mercy:
Blessed are the
Merciful:
For they will
be shown
Mercy.**



**Service:
Blessed are the Pure of Heart**

- For they shall see God.



Peace: Blessed are the Peacemakers



- For they shall be called Children of God.

Courage: Blessed are they who are Persecuted for the sake of Righteousness

- For theirs is the Kingdom of Heaven.



Future is Yours



- You can decide to make changes.
- Or you can decide to go back to the status quo.
- Leadership is about change.
- What do you want to change?

Leadership Development

- The best test of leadership is not how many followers you lead but how many leaders you develop.



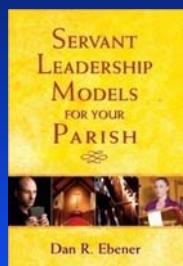
Questions ??

- Visit website at:
[www.
blessings
for
leaders.com](http://www.blessingsforleaders.com)



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Thanks.



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