

SERVANT-LEADERSHIP ACROSS GENERATIONS



APPROACHING DILEMMAS: NAVIGATING STRATEGIC TENSIONS

**To Create Wealth is
to combine Viewpoints that are not easily joined.....**

**Therefore scarce...
Therefore profitable.....**

And that is what servant-leaders do

Aim

The people served grow as individuals, becoming 'healthier, wiser, more autonomous and more likely themselves to become servants'

(Greenleaf, 1977).



SOME CHARACTERISTICS OF SERVANT-LEADERSHIP

Ten Principles of Servant Leadership

Larry Spear (head of Greenleaf Center for Servant Leadership)

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the Growth of People
10. Building Community

10 PRINCIPLES OF SERVANT-LEADERSHIP WHAT ABOUT ITS' COMPLIMENTARY VALUE?

- | | | | |
|---------------------------------------|-------|---|----------------------------|
| 1. Listening | _____ | → | 1. Doing |
| 2. Empathy | _____ | → | 2. Detachment |
| 3. Healing | _____ | → | 3. Vulnerability |
| 4. Awareness of self | _____ | → | 4. Awareness of Others |
| 5. Persuasion | _____ | → | 5. Power/Authority |
| 6. Conceptualization | _____ | → | 6. Actualization |
| 7. Foresight | _____ | → | 7. Hindsight |
| 8. Stewardship | _____ | → | 8. Good use |
| 9. Commitment to the Growth of People | _____ | → | 9. Increasing Productivity |
| 10. Building Community | _____ | → | 10. Liberating Individuals |

SERVANT-LEADERSHIP (GREENLEAF)

**“Servant-Leadership is enabling
others to perform better”**

SERVING - LEADING

...to make sure that other people's highest priority needs are being served...

A first in foremost commitment to working in service of others for the general good...

... this conscious choice brings one to aspire to lead.....

In SERVICE of OTHERS

LEADING

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NOTE THE HYPHEN

SERVANT-LEADERSHIP
across
GENERATIONS

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SERVUS: KEY PURPOSE

To serve a future generation of leaders to practice the principles of SL through the development of a robust new paradigm of leadership that is effective in diverse environments.

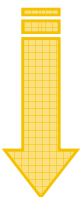
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CORE PROPOSITION

“Servant leaders have the propensity and competence to help organizations and its teams reconcile dilemmas for better sustainable business performance”

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SOME HARD EVIDENCE



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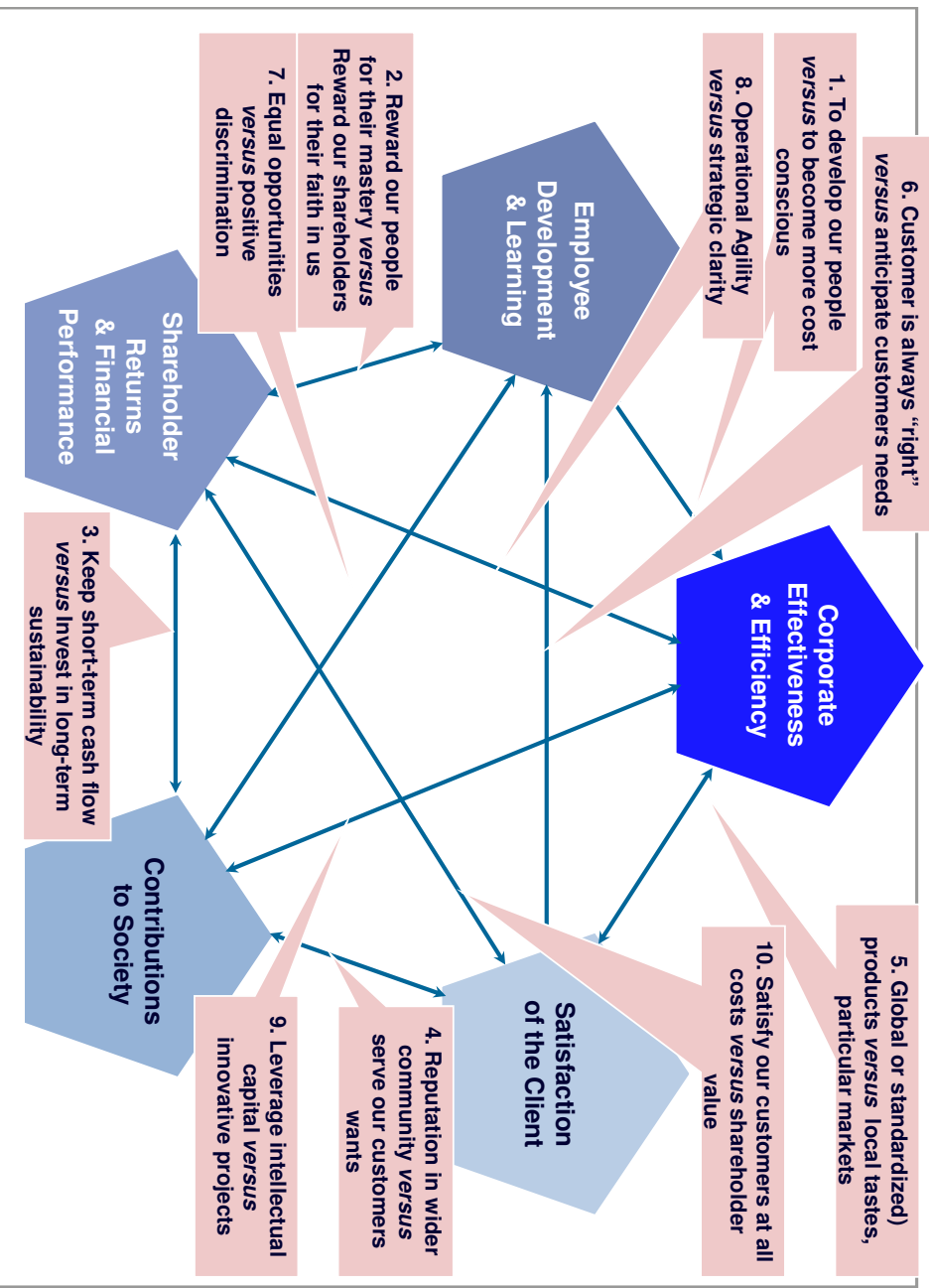
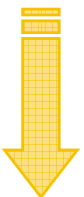
Our research reveals that propensity to reconcile dilemmas correlates with bottom line business performance

	Correlation (Spearman's coefficient of rank correlation)
Correlation between reconciliation and 360° feedback by peers and subordinates	0.71
Correlation between reconciliation and bottom line business performance in profit centre/budget stream	0.69

Source: 21 Leaders for the 21st Century p429

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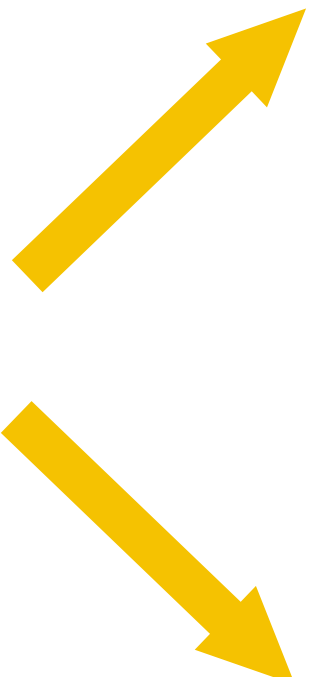
SOME SOFT EVIDENCE



05/ ACHIEVEMENT VERSUS ASCRIPTION

What You Do

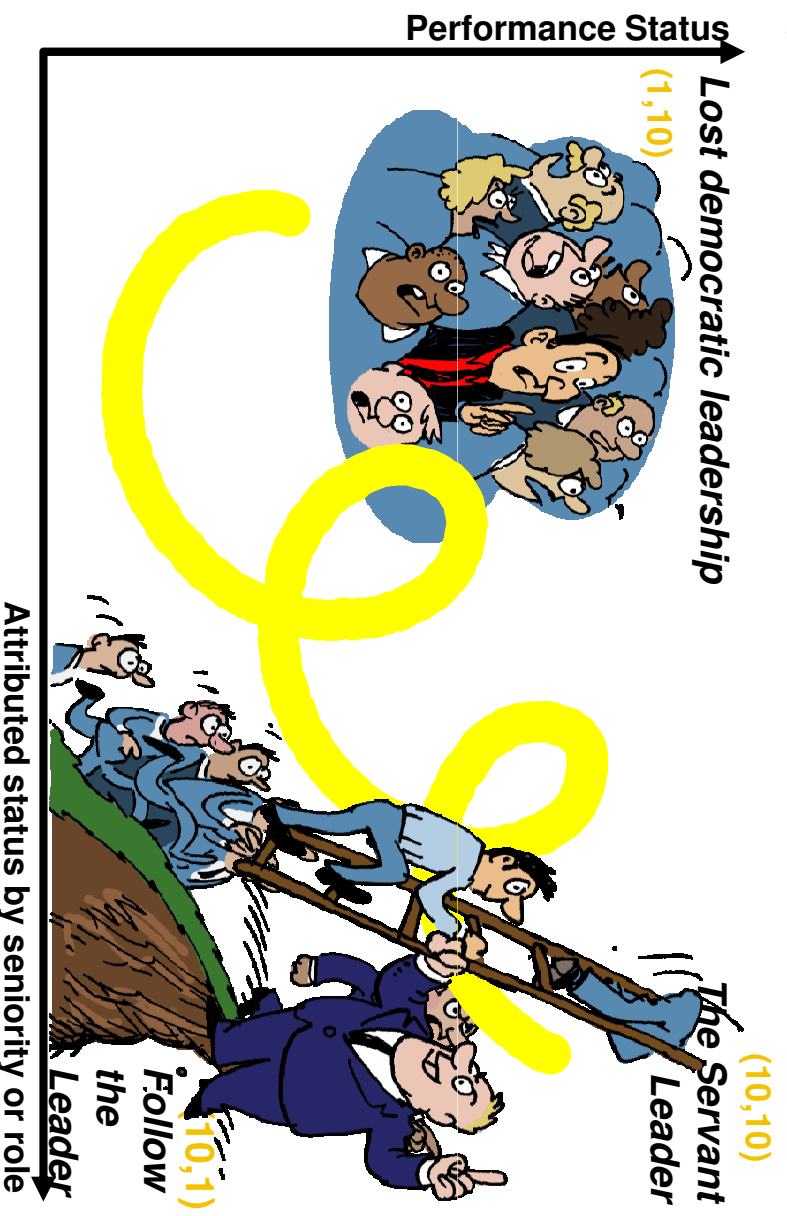
Who You Are



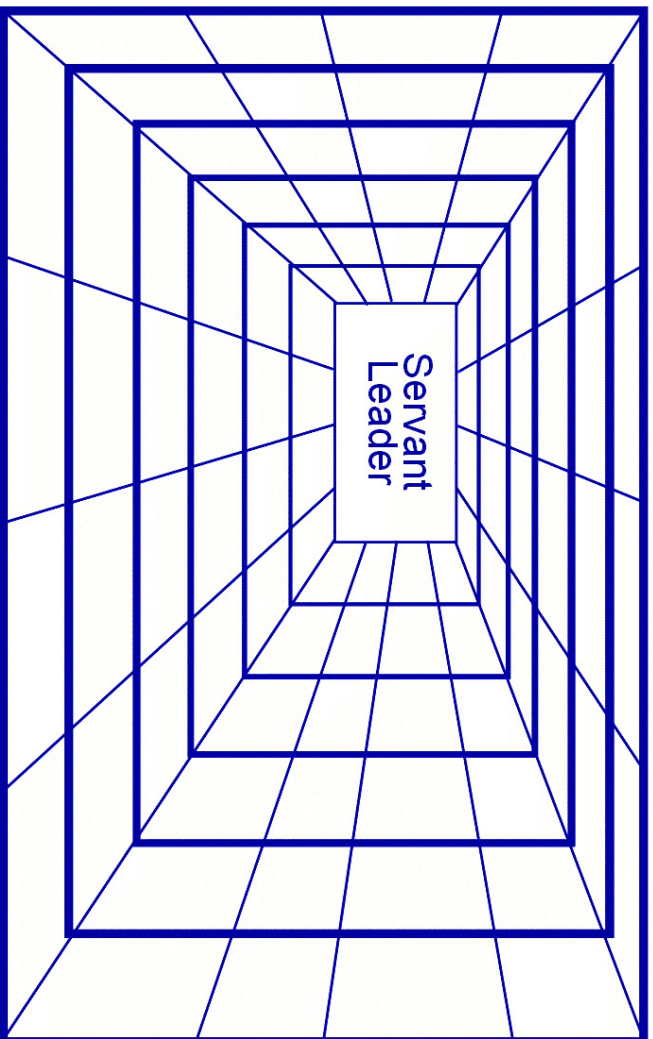
STATUS ?

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05/ ACHIEVEMENT VERSUS ASCRIPTION



SERVANT OR LEADER ?



01

02

03

04

05

06

07

Individualism versus Communitarianism

02/ INDIVIDUALISM VERSUS COMMUNITARIANISM



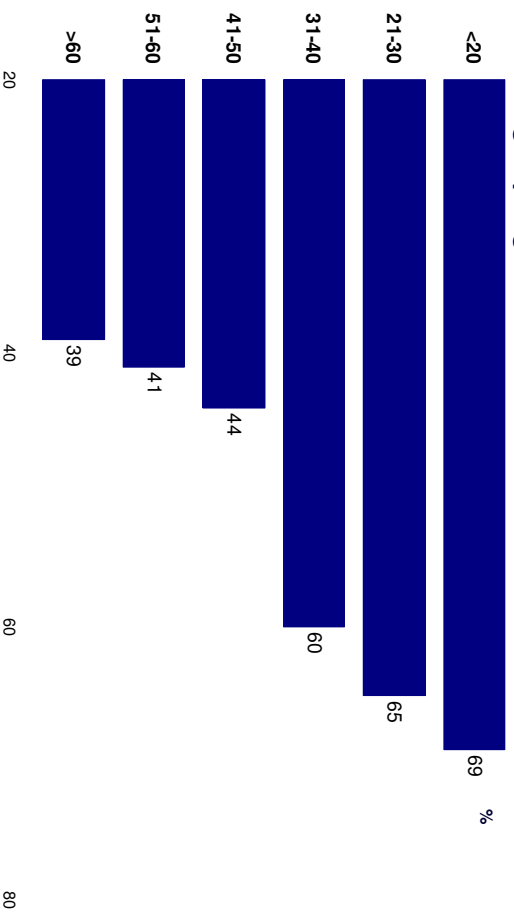
a) One said: 'It is obvious that if one has as much freedom as possible and the maximum opportunity to develop oneself, the quality of one's life would improve as a result.'

b) Another said: 'If the individual is continuously taking care of his or her fellows then the quality of life for us all will improve, even if it obstructs individual freedom and individual development.'



02/ INDIVIDUALISM: AGE

Percentage opting for individual freedom



02/ DILEMMA RECONCILIATION

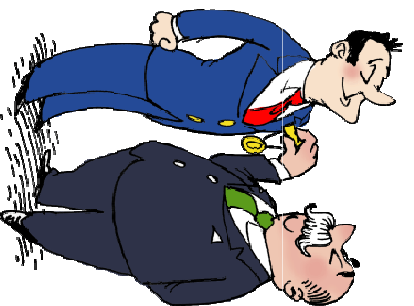
The Individual and the Team

Case Study:
Individual Performance versus Team Spirit

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02/ THE INDIVIDUAL AND THE TEAM

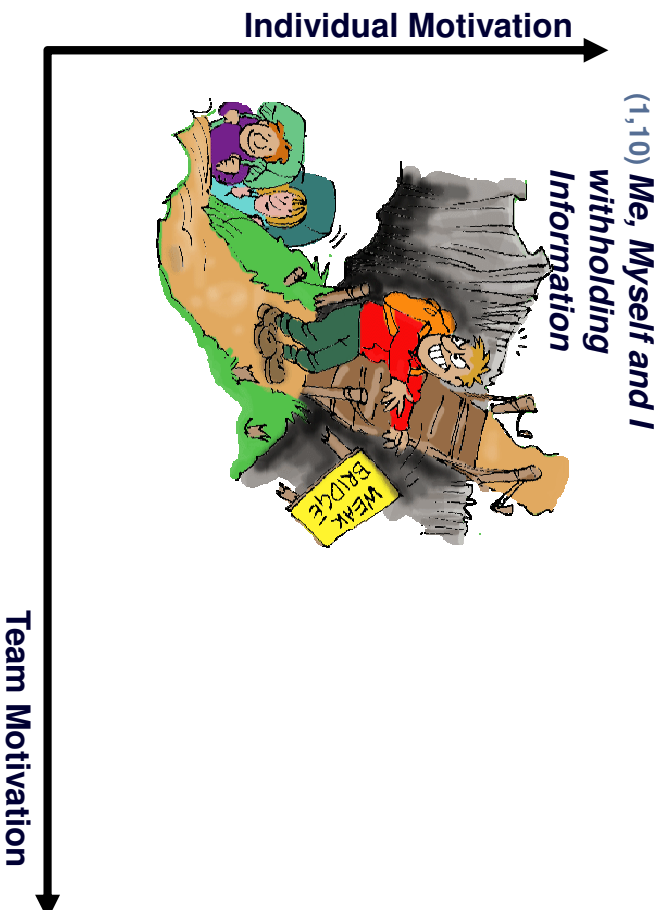
Reward Individual Performance



Stimulate Team Co-operation

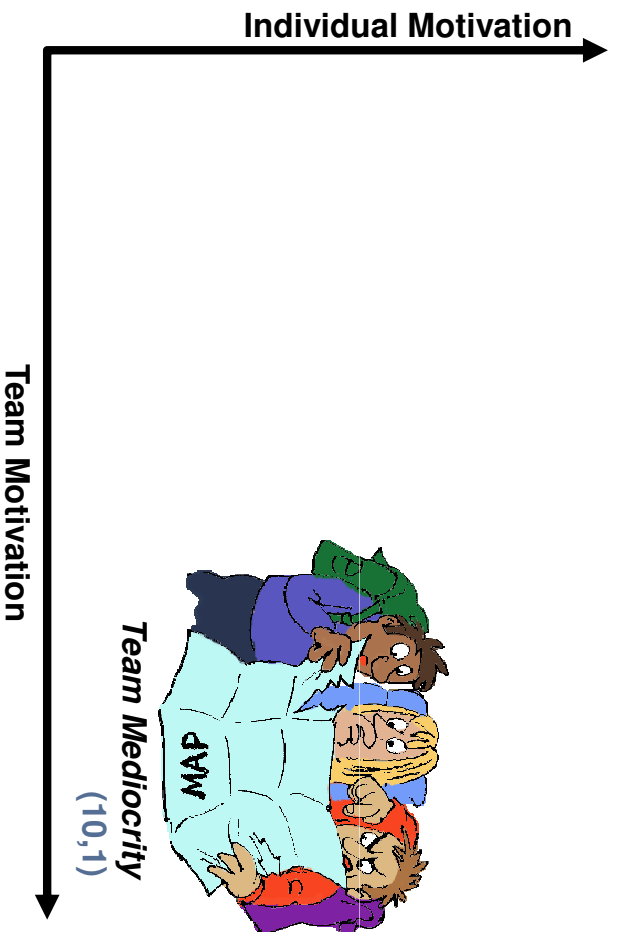
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02/ DILEMMA RECONCILIATION



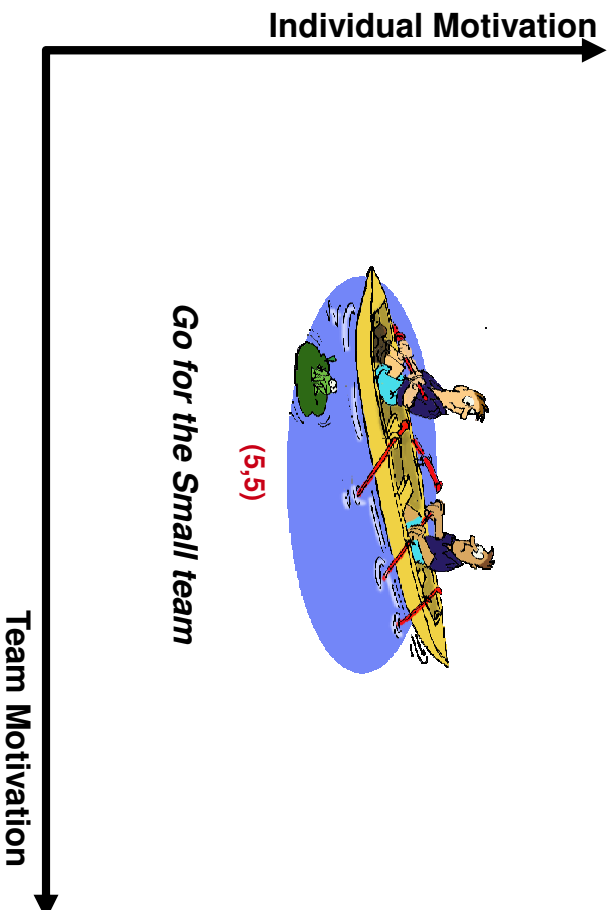
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02/ DILEMMA RECONCILIATION



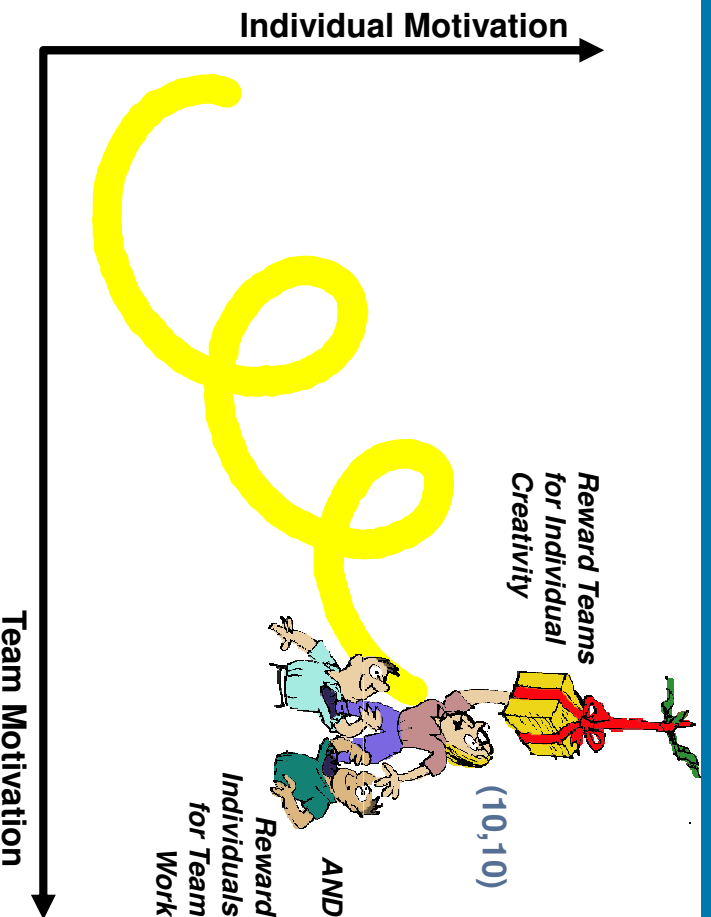
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02/ DILEMMA RECONCILIATION



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02/ DILEMMA RECONCILIATION



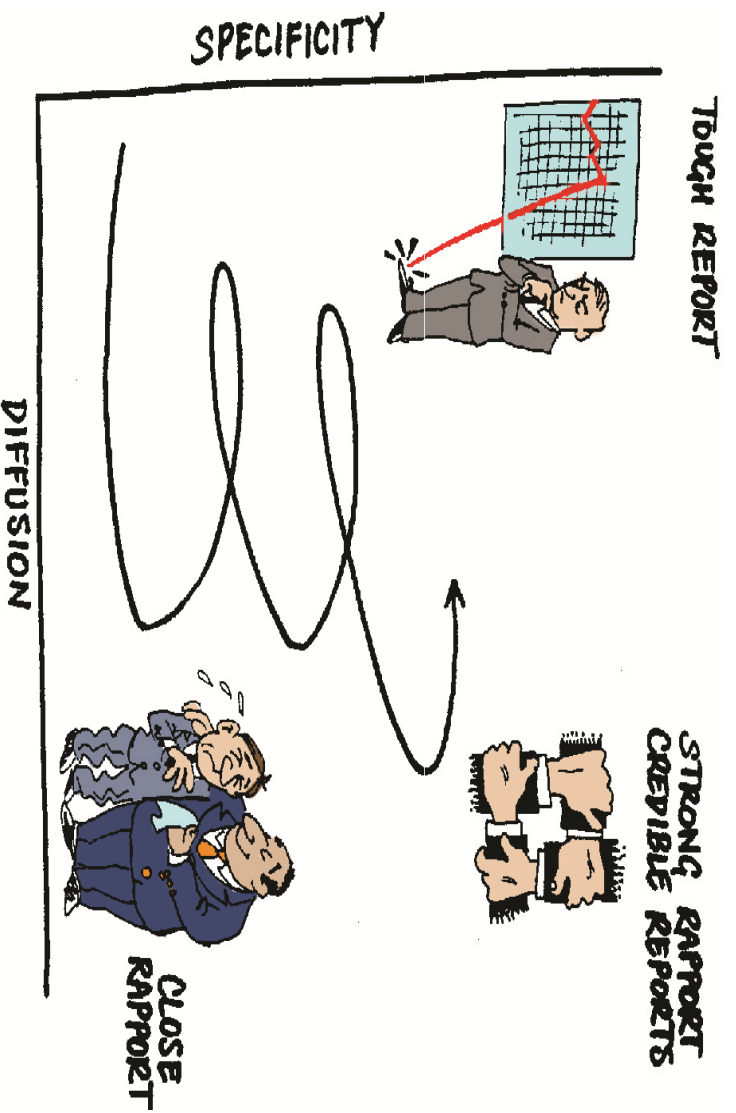
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02/ MAIN CHALLENGES

2. Co-Opetition

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REPORT ----- RAPPORT (DEBORAH TANNEN)



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