



# Servant Leaders We Serve with Style(s)

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# HELLO!

## Chris Philipsen

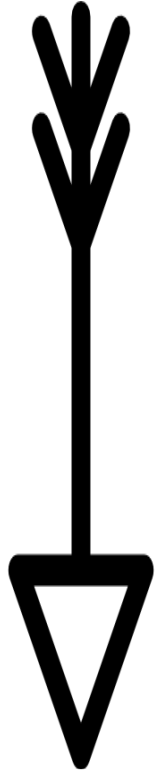
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*CincyDeliver – July 2023*

What are characteristics  
of a good leader?

Can you attribute these to  
a real person from your  
past or present?





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-PART 1-

# A History of Servant Leadership... in Business



# Robert Greenleaf – Serving His Community Since 1904



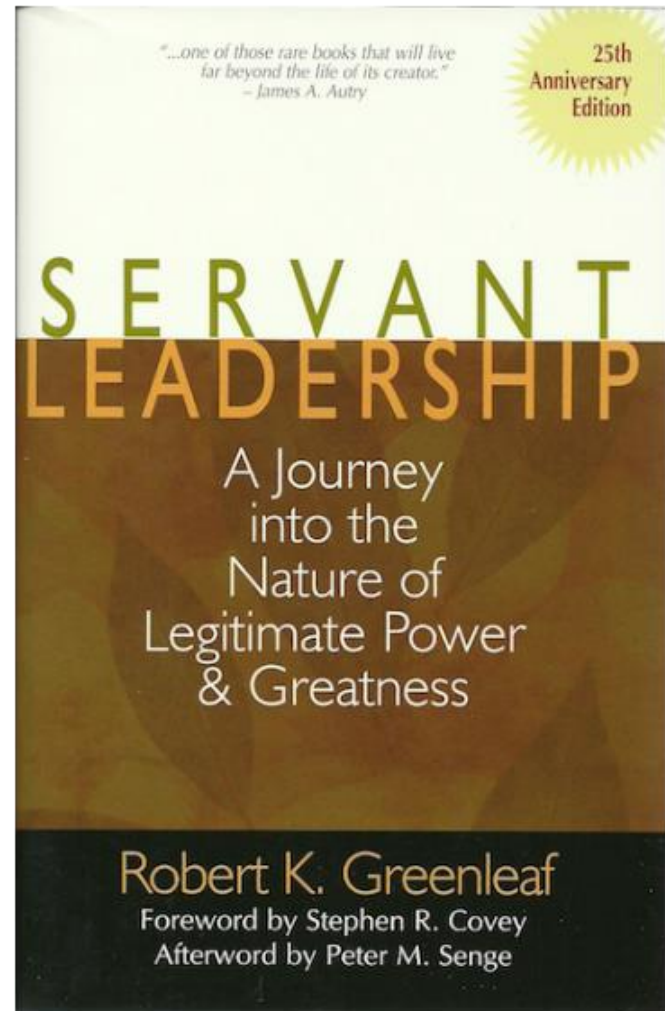
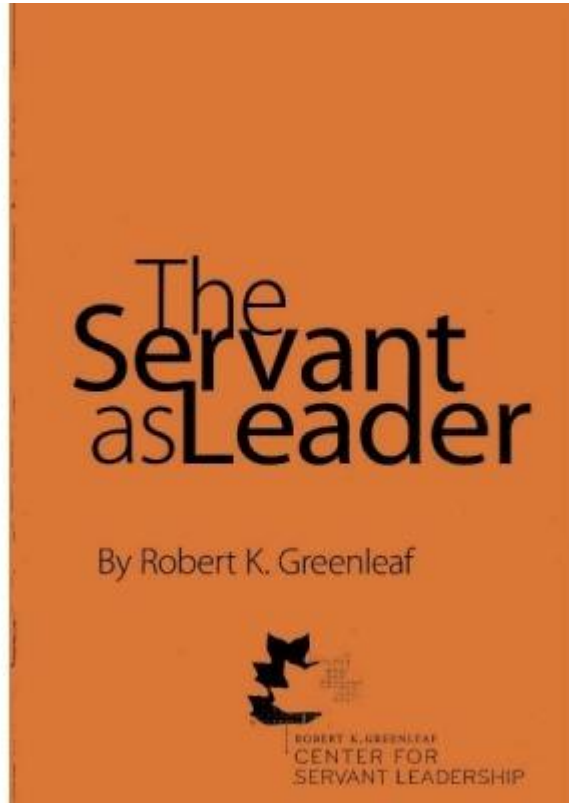
1921 - 1939



1939 - 1960



1960 - 1964

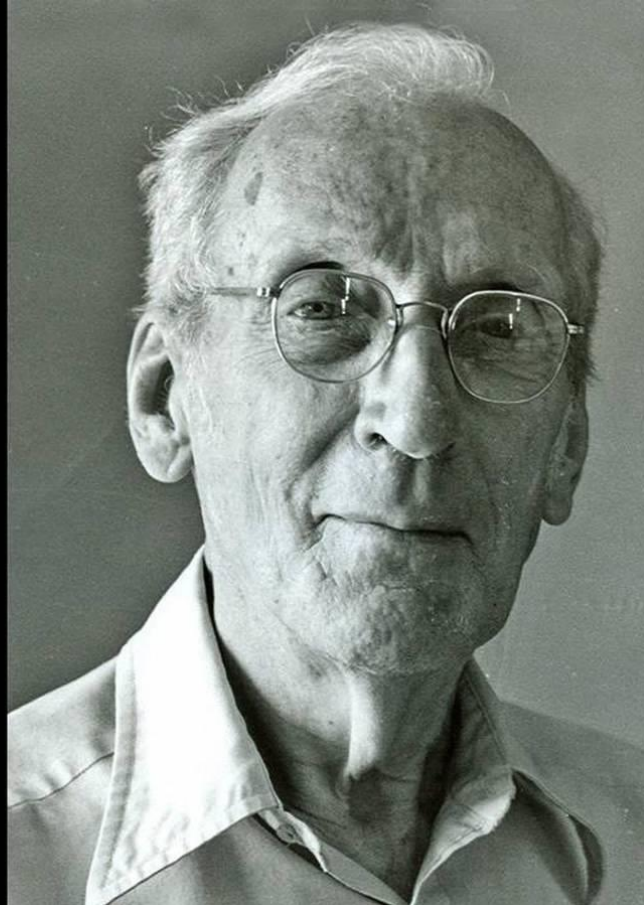


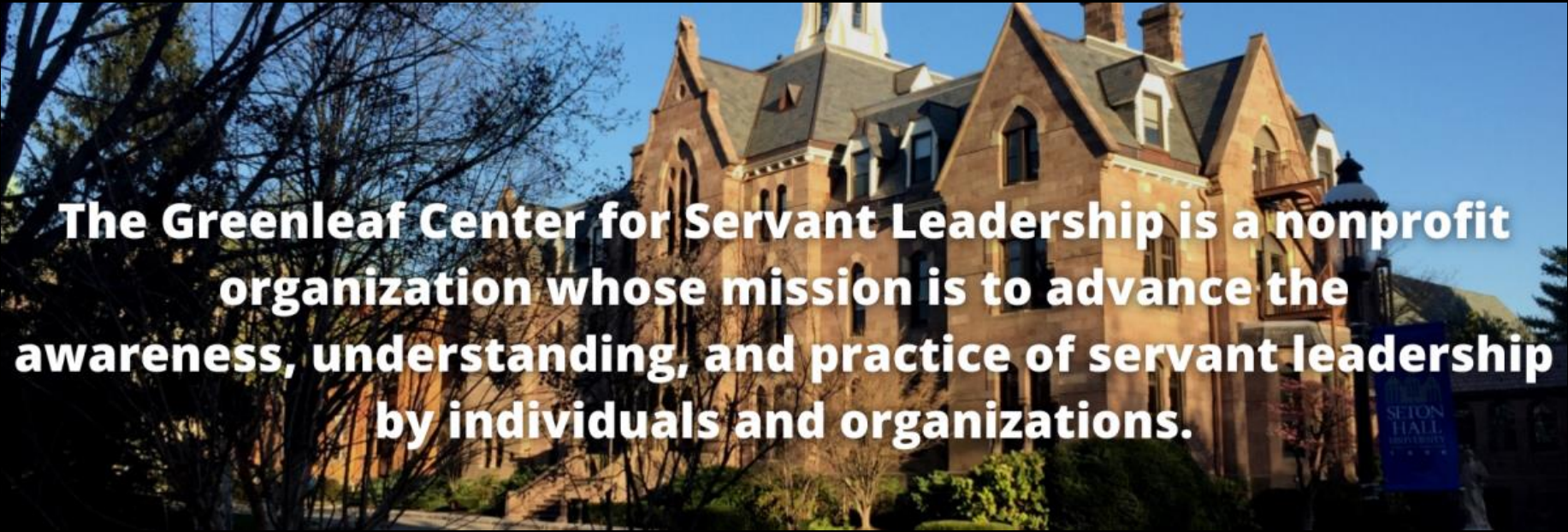


***“Leadership must first and foremost meet the needs of others.***

***Good leaders must first become good servants.”***

Robert K. Greenleaf

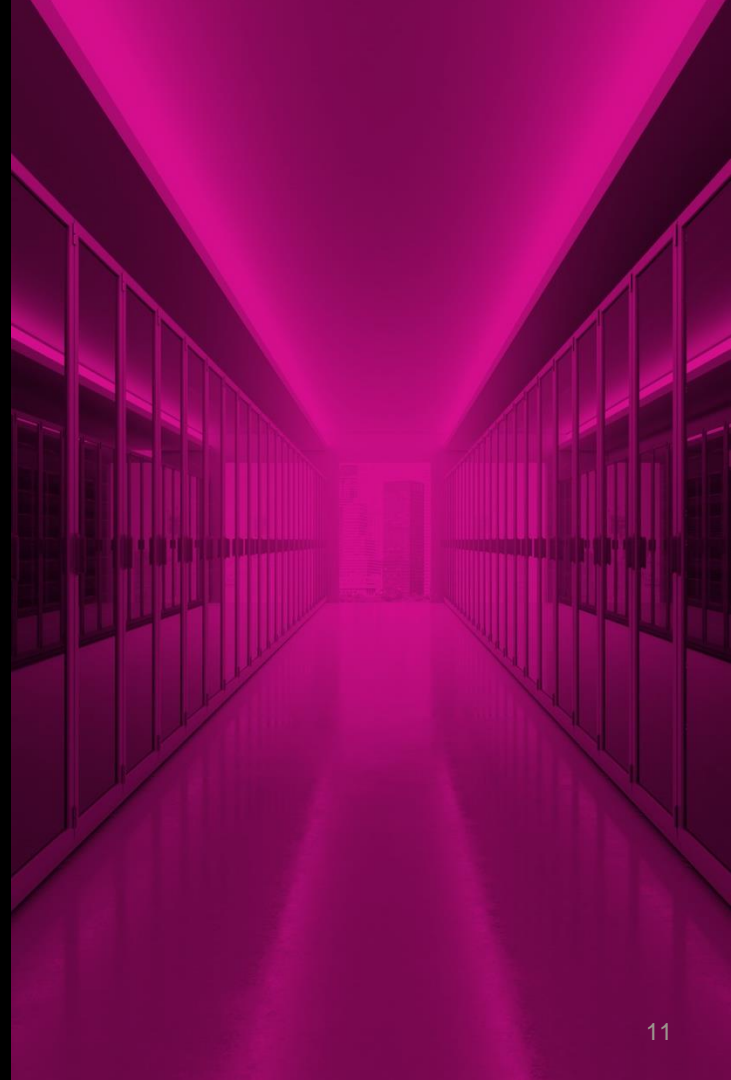




**The Greenleaf Center for Servant Leadership is a nonprofit organization whose mission is to advance the awareness, understanding, and practice of servant leadership by individuals and organizations.**

-PART 2-

# 10 Principles of Servant Leadership





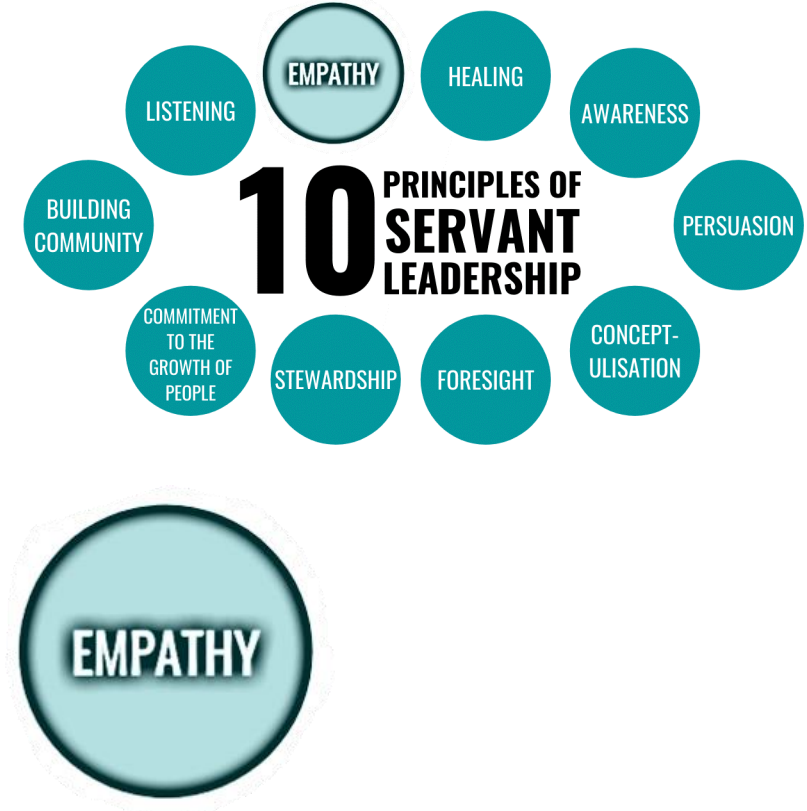




Servant leaders don't just speak but listen to what their team has to say. They give ample opportunity for **all members to be heard**, and then listen carefully to what is being said... and potentially what is not being said.



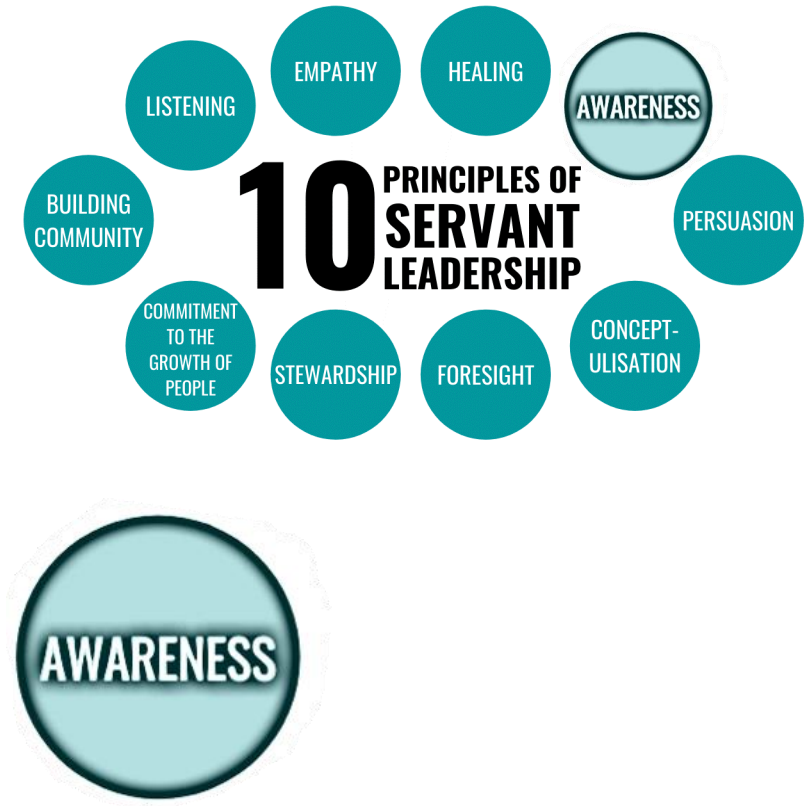
Empathy in Servant Leadership is the gift to be able to understand or feel **what another person is experiencing** by placing oneself in another's position. It takes compassion, effort, and time to lead others with empathy.

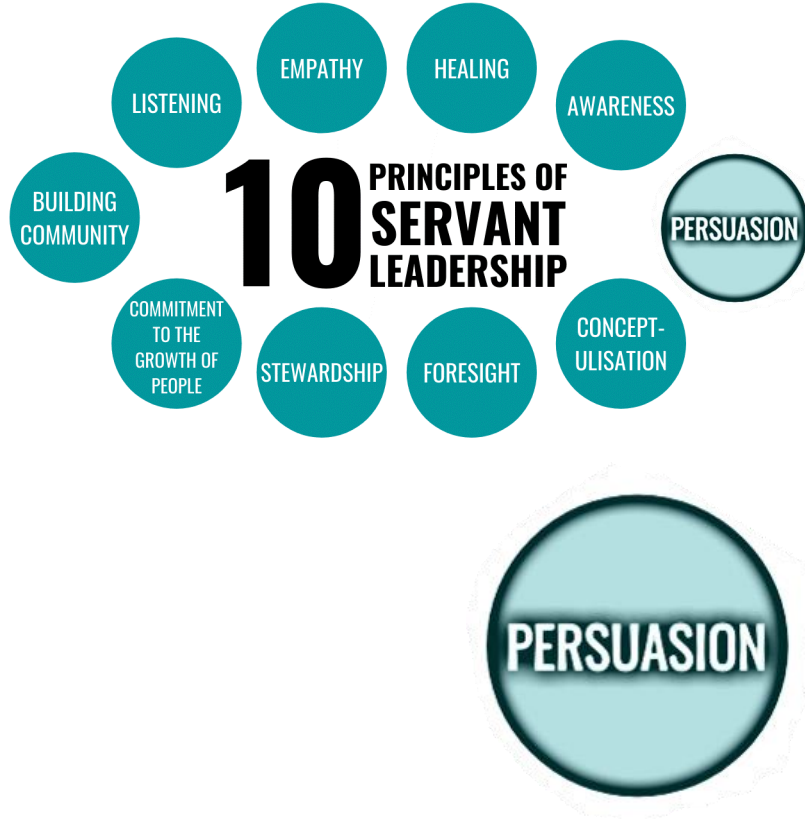




A Servant Leader is capable of healing people with a **focus on their emotional health** and a feeling of completeness. They **provide access** to knowledge that lead to growth and a healthy and peaceful environment.

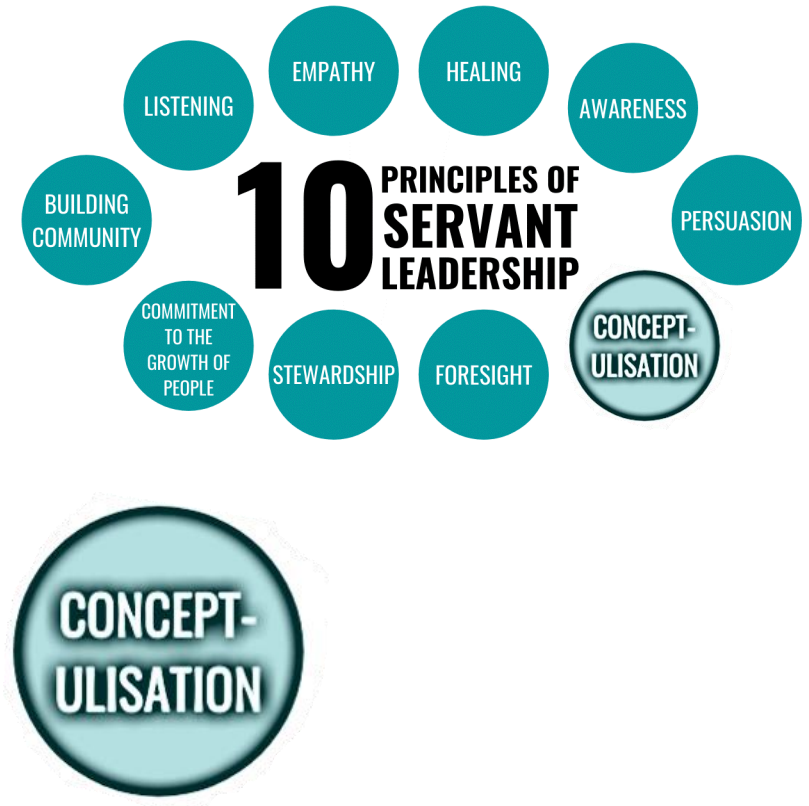
Servant leaders are fully **aware of themselves**, their strengths and weaknesses, actions and behaviors, emotions, as well as of the people around them. This includes their ability to practice self-improvement.



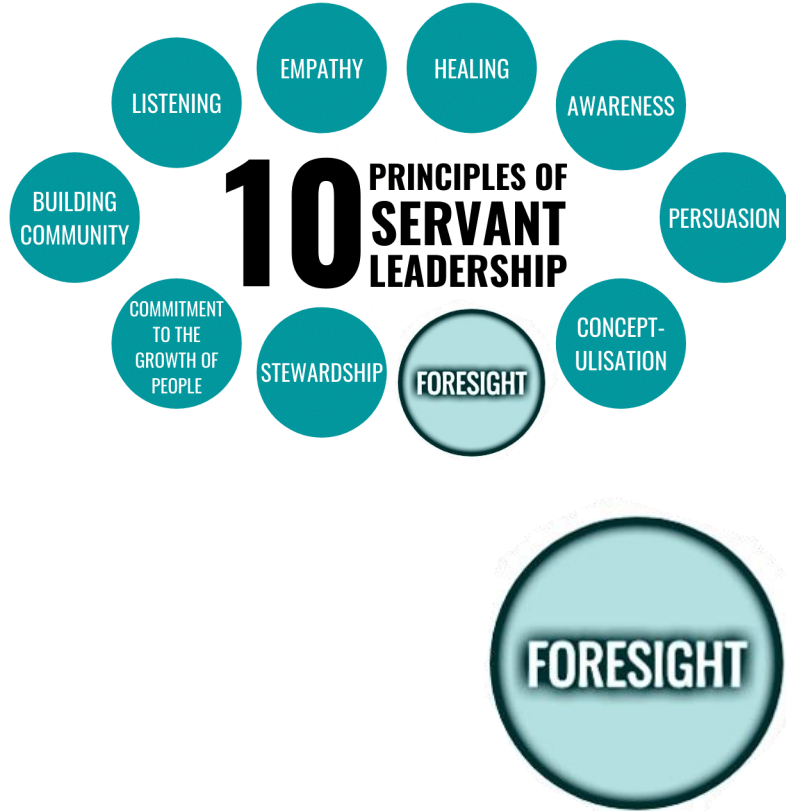


Servant leaders use persuasion, rather than positional authority, to **build consensus** and get buy-in from their team and customers. Everyone feels like they **have a stake** in the team's success.

A Servant Leader can help build a concept for people. This includes shaping a vision, outcomes desired, and a future state to aspire to achieve – the **sense of direction** that a team needs.







Servant Leadership showcases the ability to take the knowledge you've learned in the past and **apply it to the future** so you and your team can continue to grow, as well as anticipate future events and their impacts.

Servant leaders are good stewards of their people and **organizational culture** in a way that ensures they leave a strong legacy behind.





Servant leaders instinctively **invest** in people. They encourage by establishing a healthy system of feedback, coaching, and giving employees the autonomy needed to perform well and take ownership of their work.

Servant leaders bring it all together in order to build community by building a trusting environment and **uniting** those they lead around a common purpose.



# Which Principle is Especially Meaningful to You?

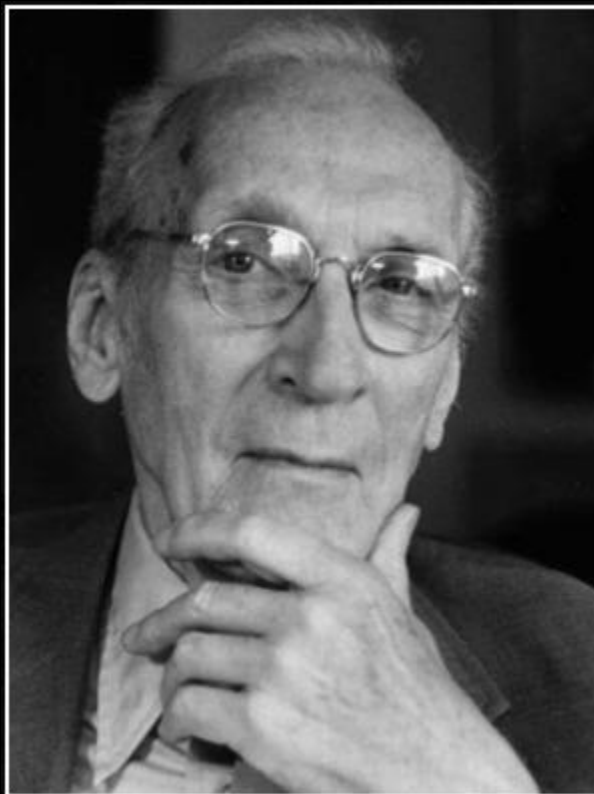




-PART 3-

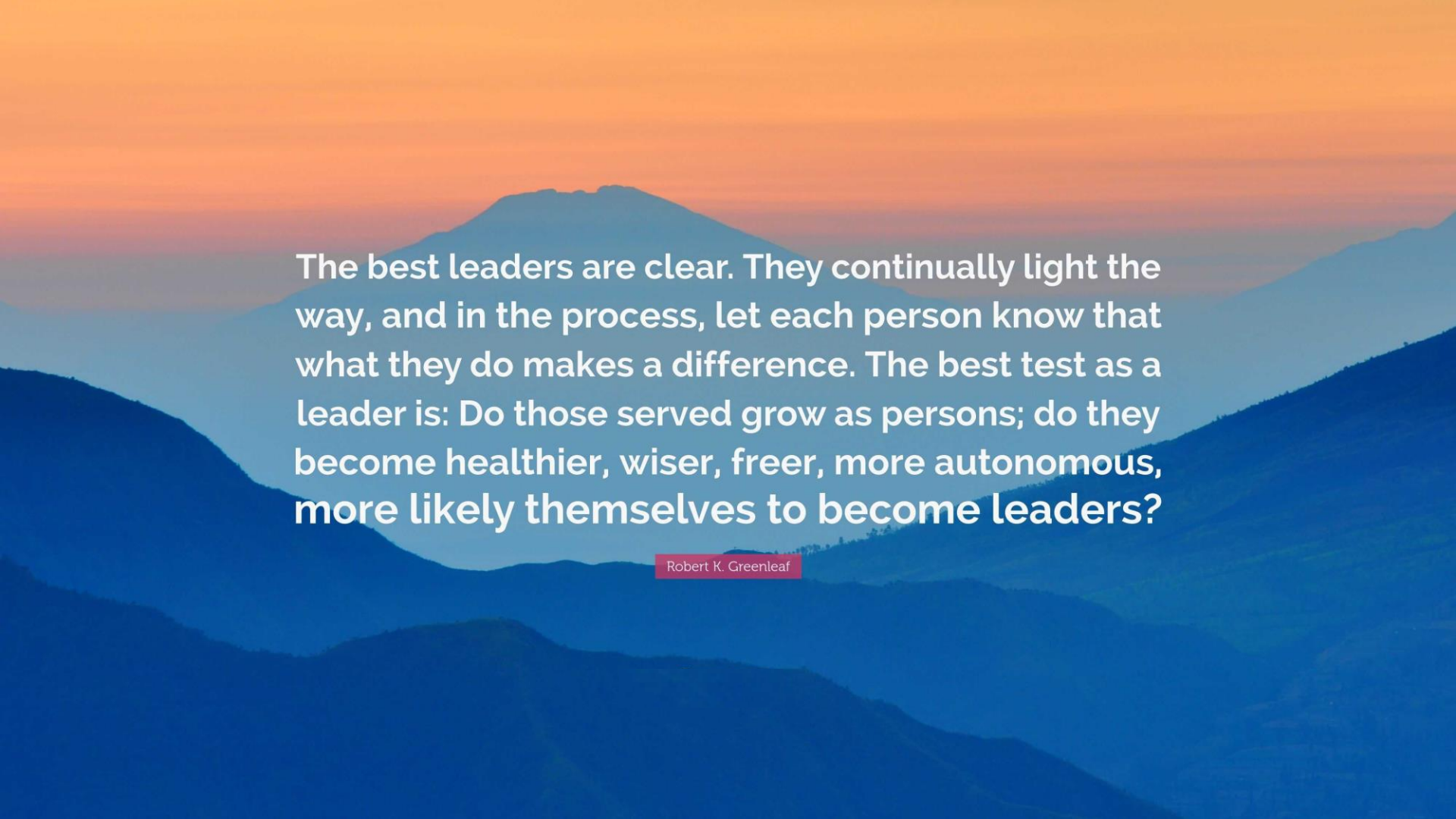
# Connect to the Principles





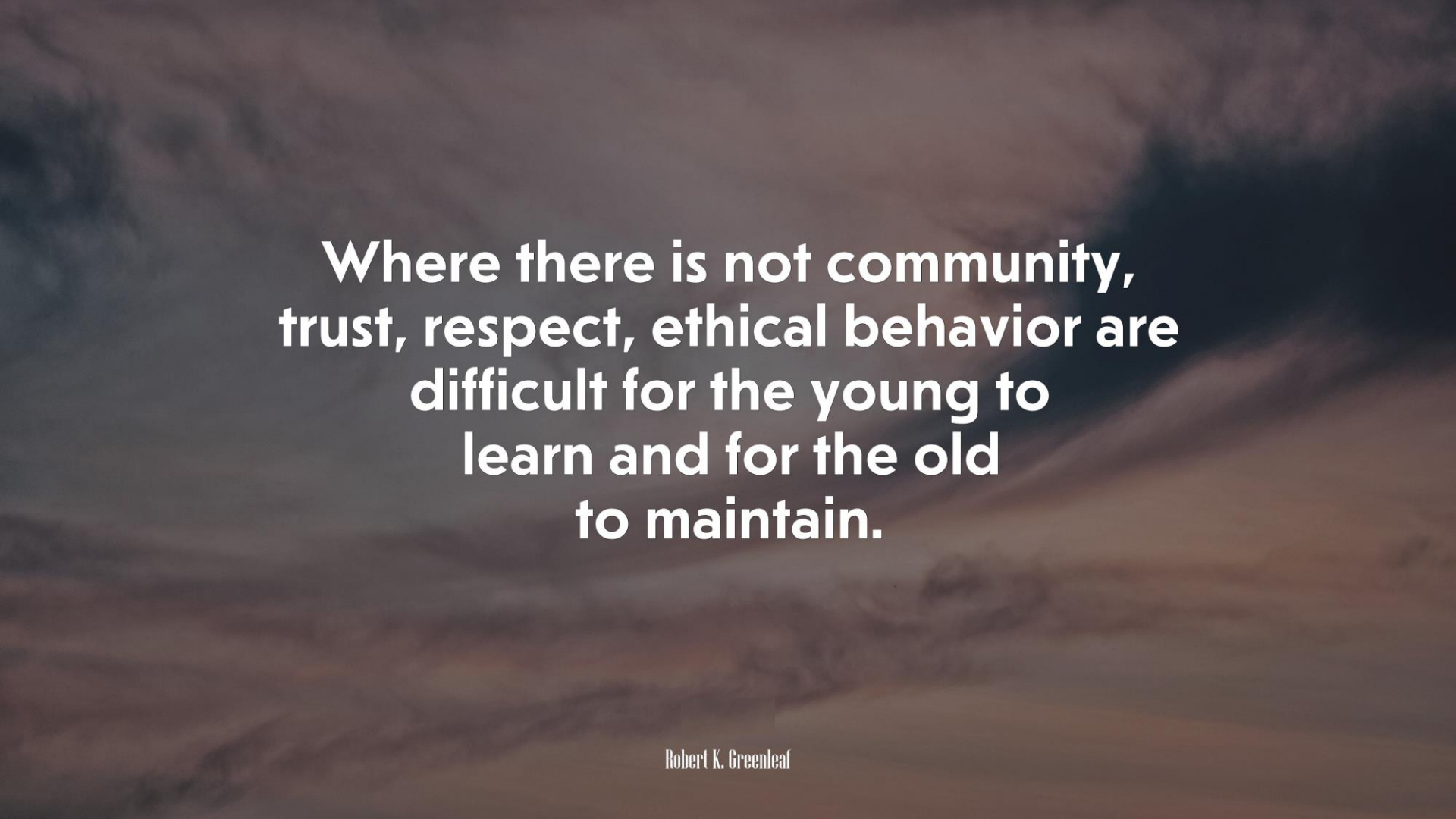
The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first.

— *Robert K. Greenleaf* —



The best leaders are clear. They continually light the way, and in the process, let each person know that what they do makes a difference. The best test as a leader is: Do those served grow as persons; do they become healthier, wiser, freer, more autonomous, more likely themselves to become leaders?

Robert K. Greenleaf



**Where there is not community,  
trust, respect, ethical behavior are  
difficult for the young to  
learn and for the old  
to maintain.**

Robert K. Greenleaf

## TRADITIONAL LEADERS

Sees leadership as a rank to obtain.

Uses power & control to drive performance.

Measures success through output.

Speaks.

Believes its about them.

## SERVANT LEADERS

Sees leadership as an opportunity to serve others.

Shares power & control to drive engagement.

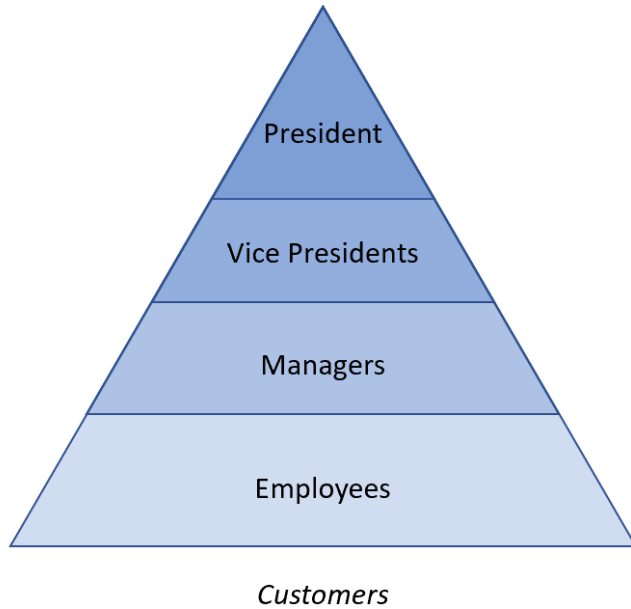
Measures success through growth & development.

Listens.

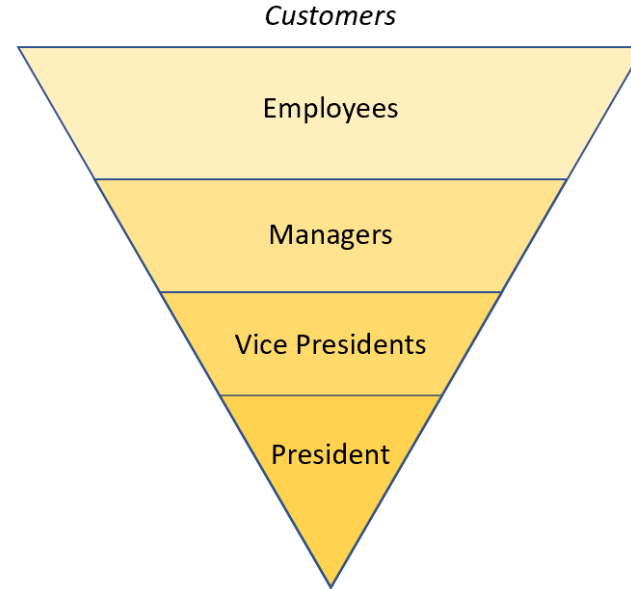
Understands its not about them.



## Traditional Hierarchy



## Servant Leadership Model



-PART 4-

# Employ Leadership Styles



# Leadership Styles



# 1. Commanding Leadership Style



What leader  
Wants

**Demands immediate  
compliance**

What the  
Leader Says

**Do what I tell you**

EQ Qualities  
Required

**Drive to achieve,  
Initiative,  
Self-control**

When  
Works Best

**In crisis, to kick start  
a turnaround, or  
problem people**

Overall  
Impact on  
Climate

**Negative**

## Top Tips

- 1.** Watch to see if people disagree with how you behaved
- 2.** Ask yourself was there time to explain why?
- 3.** Take the time to find what you say to yourself to justify your actions and challenge this

## 2. Visionary Leadership Style



What leader  
Wants

Mobilizes people  
toward a vision

What the  
Leader Says

Come with me

EQ Qualities  
Required

Self confidence,  
Empathy,  
Change catalyst

When  
Works Best

When changes require  
a new vision, or when a  
clear direction is  
needed

Overall  
Impact on  
Climate

Most strongly  
positive

### Top Tips

1.

Take time to  
understand what  
actually motivates  
your people

2.

People need to  
understand why these  
changes are happening  
and why they are  
positive for them

3.

Ensure that they have  
the capability to deliver  
what is expected of  
them. Give  
support/tools if needed

### 3. Affiliative Leadership Style



What leader  
Wants

Creates harmony  
and builds emotional  
bonds

What the  
Leader Says

People come first

EQ Qualities  
Required

Empathy,  
Building relationships  
Communication

When  
Works Best

To heals rifts in a team  
or to motivate people  
during stressful  
circumstances

Overall  
Impact on  
Climate

Positive

#### Top Tips

1. Seek to understand how people feel and what made them feel that way
2. State facts to encourage openness and transparency
3. Use intentions, specifically what you want and what you do not want



## 4. Democratic Leadership Style



What leader  
Wants

Forges consensus  
through  
participation

What the  
Leader Says

What do you think?

Top Tips

1. Quickly identify and communicate new challenges you want to overcome
2. Seek feedback from the relevant people in your team
3. Use expert feedback to form plan/strategy to overcome the challenge

EQ Qualities  
Required

Collaboration,  
Team leadership,  
Communication

When  
Works Best

To build buy-in or  
consensus, or to get  
input from valuable  
employees

Overall  
Impact on  
Climate

Positive

## 5. Pacesetting Leadership Style



What leader  
Wants

Sets high standards  
for performance

What the  
Leader Says

Do as I do now

Top Tips

1.

Breakdown result into smaller targets and monitor performance, making adjustments as required

2.

Take the time to explain why the change or improvement is important

3.

Ensure your people are capable of achieving the task, if they fail because of a skill set shortfall you need to increase support or reduce the challenge

EQ Qualities  
Required

Conscientiousness,  
Drive to achieve,  
Initiative

When  
Works Best

To get quick results  
from a highly motivated  
and competent team

Overall  
Impact on  
Climate

Negative

## 6. Coaching Leadership Style



What leader  
Wants

Develops people for  
the future

What the  
Leader Says

Try this

Top Tips

1.

Identify the gap in skill,  
break this down into  
manageable steps for the  
individual or team given  
their experience

2.

Set deadlines and  
timescales to follow  
up

3.

Give accurate honest  
feedback and steps to  
improve

EQ Qualities  
Required

Developing others,  
Empathy,  
Self-awareness

When  
Works Best

To help people improve  
performance or develop  
long term strengths

Overall  
Impact on  
Climate

Positive

# Contact

Thanks!

Questions?

PDF copies?

Discuss your scenario?

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