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Welcome back, and let's get started. We have briefly touched on the concept of servant leadership early in the specialization. In today's lesson, you will learn where the idea originated. Servant leadership is not a new concept. It's something great leaders figure out intuitively. Robert Greenleaf published an essay, *The Servant as Leader*, in 1970, which sparked a new movement in management. A fictional novel written by Hermann Hesse in 1932 inspired Greenleaf to come up with this concept. In his book, *Journey to the East*, Hesse describes a journey of a group of men sponsored by a secret league. These men were accompanied by a servant called Leo. Leo supported these men by doing chores and with singing. The journey was going well until one day Leo disappeared with the most valuable possessions of the men. Challenged by the obstacles, the group lost its spirit and eventually abandoned the journey. Many years later, the man who was determined to tell the story of the journey to the east found Leo, who turned out to be a prominent and noble leader of the secret league. The story demonstrated that true leadership is not in the title. With Leo's disappearance, the true leader was gone and even though various members of the group tried to set the direction, it did not work because their egos got in the way. It's worth mentioning that the man who was telling the story was able to find the league again because of his patient dedication and commitment. He spent almost his entire life on searching for any signs of the league's existence without truly knowing whether it was Leo or not. Even though the man abandoned the journey, Leo has recognized the man's dedication and allowed him to access the archives of the league so he could tell its story. Leo has demonstrated listening, empathy, stewardship, and mentorship skills, which are all a part of a servant leader toolkit. Larry Spears identified 10 key characteristics of a servant leader in his book, *Ten Characteristics of the Servant-Leader*. They're listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, mentorship, and team building. We have covered a number of tools in this specialization that will allow you to grow in each area of the servant leader framework. However, servant leadership goes beyond a skill set. It's a mindset and the philosophy that great leaders adopt and develop over time. Let's talk about the application of this philosophy. You don't have to be at the executive level to start thinking and acting like a servant leader. It's actually best to start applying these principles in the low-stakes environment where you can refine your process and grow regardless of your official title. For example, you can develop something simple, like a meeting agenda with a servant leader mindset. Let's look at the servant leader meeting agenda checklist. Is the meeting necessary? Are the right people invited? Send agenda and materials 48 hours in advance. Start and end on time. Start and end with something personal. Listen, ask open-ended questions and seek to understand first. Celebrate and recognize others. Moderate the conversation. Engage everyone. Call on each person and ask what they think. Summarize material and review next steps. Thank the group for their time and participation. By reviewing the checklist regularly, you will be able to cultivate gratitude and respect for others. You will also become a role model for effective human interaction at work. In the next lesson, you will learn how to build shared understanding. I'll see you there.