

SERVANT LEADERSHIP

LESSON 2



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12 Principles (Tenets) of Servant Leadership

Jesus Christ is the ultimate example of a servant leader and using the model of Christ can help organisations to be more productive and relevant to society. According to this model, service to others is the pathway to real significance.

The key characteristics of the servant leadership model if carried out correctly, can present effective leadership. These fundamental characteristics represent how an effective leader working in today's changing situations (dynamic and increasingly unpredictable) can successfully manage and develop corporations.

John 10:11-13

"I am the good shepherd. The good shepherd lays down his life for the sheep. The hired hand is not the shepherd and does not own the sheep. So when he sees the wolf coming, he abandons the sheep and runs away. Then the wolf attacks the flock and scatters it. The man runs away because he is a hired hand and cares nothing for the sheep."

1. Listening

- For the servant leader to be effective, they must be able to identify the will of a group. In other words, he or she must be democratic and not authoritative.
- He or she seeks to listen receptively to what is being said (and not said!).
- Listening also encompasses getting in touch with one's own inner voice.
- Listening and reflection, is essential to the growth of the servant leader.
- A servant leader prefers to listen before they speak their mind.
- He or she listens without interrupting.
- Communication is a two-way process; do not just talk - listen.
- Act respectfully, and responsibly with the information you receive (confidant).
- Practice active listening by asking questions and seeking to understand others first.
- Listen to those who have complaints about your team.

Mark 4:11-12

He replied, "The mystery of the kingdom of God has been given to you, but to those on the outside everything is expressed in parables, so that, ' they may be ever seeing but never perceiving, and ever hearing but never understanding; otherwise they might turn and be forgiven.'"

James 1:19 [Amp]

Understand this, my beloved brothers and sisters. Let everyone be quick to hear [be a careful, thoughtful listener], slow to speak [a speaker of carefully chosen words and], slow to anger [patient, reflective, forgiving].

2. Empathy

- Empathy mainly refers to getting to know your team.
- A servant leader does not turn a blind eye, they endeavour to understand and empathize with others.
- Understanding how people feel and why they feel that way is an important aspect of servant leadership.
- It is important to recognise and accept people for their uniqueness and understand their individual points of view.
- Understand the individuals in your team (What are their strengths and weaknesses? What are their likes and dislikes? What motivates them?).
- The more effectively you can support and serve them, the more likely will it result in improved team performance.
- Consider showing empathy by responding appropriately to team members' communications and contributions.
- Create a healthy work-life balance, give them space to heal from trauma from previous toxic work experiences.

Matthew 9:36

But when He saw the multitudes, He was moved with compassion for them, because they were faint and were scattered abroad, as sheep having no shepherd.

3. Healing

- Learning to heal is a powerful force for transformation and integration.
- Healing does not refer to physically healing but rather healing on a more holistic level.
- One of the great strengths of servant-leadership is the potential for healing oneself and others.
- Many people have broken spirits and have suffered from a variety of emotional hurts.
- Although this is a part of being human, servant leaders recognize that they have an opportunity to "help make whole" those who encounter them.
- Healing can be achieved through discussion, coaching, mentoring and relationship-orientated leadership styles.
- Create working environment that is healthy and peaceful.
- Endeavour to heal relationships that are broken.

Luke 4:18

The Spirit of the Lord is upon me, because he hath anointed me to preach the gospel to the poor; he hath sent me to heal the broken-hearted, to preach deliverance to the captives, and recovering of sight to the blind, to set at liberty them that are bruised.

4. Awareness

- General awareness, and especially self-awareness defines a servant-leader.
- Awareness aids one in understanding issues involving ethics and values.
- Greenleaf made this observation: "Awareness is not a giver of solace - it is just the opposite. It is a disturber and an awakener."
- Use big picture thinking [the ability to come up with ideas, solutions, and opportunities]. Big thinkers see possibilities and jump on opportunities. They are willing to take risks because they see the chance to make big gains.
- Understand your own strengths and talents, as well as your weaknesses and areas for development, is essential for your own growth and development in being a servant leader.
- It is also important to understand the relative strengths and weaknesses of your team, as a whole and as individuals.

Luke 6:42

"Either how canst thou say to thy brother, Brother, let me pull out the mote that is in thine eye, when thou thyself beholdest not the beam that is in thine own eye? Thou hypocrite, cast out first the beam out of thine own eye, and then shalt thou see clearly to pull out the mote that is in thy brother's eye."

Galatians 6:3

For if anyone thinks he is something, when he is nothing, he deceives himself.

5. Persuasion

- Another characteristic of servant-leaders is a reliance on persuasion, rather than one's positional authority, in making decisions within an organization.
- This element offers the clearest distinction between the traditional authoritarian leader and that of servant-leadership.
- The servant-leader seeks to convince others, rather than coerce compliance.
- The servant-leader is effective at building consensus within groups.
- It is important not to think about persuasion in a negative way. Servant-leaders seek to convince others and build consensus within the group.
- A key feature of servant leadership is that it gains followers through persuasion and collaboration, as opposed to some other leadership approaches which are more concerned with power, authority and delegation.

Luke 14:23

And the lord said unto the servant, Go out into the highways and hedges, and compel them to come in, that my house may be filled.

2 Corinthians 5:11

Because we understand our fearful responsibility to the Lord, we work hard to persuade others. God knows we are sincere, and I hope you know this, too.

[Here, the word for persuade (peitho) means to prevail or win over. It is the earnest effort to bring a change of mind with the use of reason or moral deliberation.]

6. Conceptualization

- The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities.
- The traditional manager is focused on the need to achieve short-term operational goals. The manager who wishes to also be a servant-leader must stretch his or her thinking to encompass broader based conceptual thinking.
- Servant-leaders are called to seek a delicate balance between conceptual thinking and a day-to-day focused approach.
- As a leader you need to have a clear understanding of where you and your organisation are heading and what you hope to achieve. Without this clarity you will lack direction and vision.
- It is important to have the ability to conceptualise the future without being overly restricted by day-to-day activities, whilst also having the ability to understand and navigate day-to-day activities whilst keeping the longer-term vision aligned.
- Create a vision, and a mission statement to provide a sense of direction for the whole team.
- make it clear how people's roles tie in with your team's and organization's long-term objectives.

Luke 14:28-30

“Suppose one of you wants to build a tower. Won't you first sit down and estimate the cost to see if you have enough money to complete it? For if you lay the foundation and are not able to finish it, everyone who sees it will ridicule you, saying, 'This person began to build and wasn't able to finish.'”

7. Foresight

- Foresight is a characteristic which enables servant leaders to understand lessons learned from the past, the realities of the present day, and the likely consequence of future decisions.
- It is also deeply rooted within the intuitive mind. As such, one can conjecture that foresight is the one servant leader characteristic with which one may be born.
- Servant leaders are highly reflective of past experiences and can utilise prior outcomes of decision to improve their decision making in the future.
- Keeping a journal or allocating time each week for reflection and learning can be an effective way to develop a more self-reflective approach to your leadership.
- SWOT analysis and PEST analysis are powerful tools that can be used to predict the future and make educated forecasts.

Luke 12:39-40

And this know, that if the goodman of the house had known what hour the thief would come, he would have watched, and not have suffered his house to be broken through. Be ye therefore ready also: for the Son of man cometh at an hour when ye think not.

8. Stewardship

- Peter Block has defined stewardship as “holding something in trust for another.”
- Robert Greenleaf's view of all institutions was one in which CEOs, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society.
- Stewardship assumes first and foremost a commitment to serving the needs of others.
- It emphasizes the use of openness and persuasion rather than control.
- Stewardship is accountability – the parable of the unfaithful steward.
- Being a steward is applying the highest importance to the responsibilities you have and upholding your personal endeavours as a leader.
- Stewardship is all about ensuring your leadership is ethical, authentic, and focused on more than just profits/fame/gain.
- It is leading by example and role modelling decency in leadership.

Matthew 25:29

For whoever has will be given more, and they will have an abundance. Whoever does not have, even what they have will be taken from them.

9. Commitment to the growth of people

- Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant leader are deeply committed to the growth of each individual within their organization.
- Allocate time and resources for employees' personal and professional development
- taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision making
- Teambuilding
- This principle can be found in other servant leadership principles, such as awareness and healing.
- Making the growth and development of others a central pillar of leadership is what servant leadership is all about.

Matthew 4:19

And he saith unto them, Follow me, and I will make you fishers of men.

10. Building community

- In the 21st century, there has been a shift; the primary shaper of human lives is no longer local communities, but this role is now increasingly held by large institutions.
- This awareness causes the servant-leader to seek to identify some means for building community among those who work within a given institution.
- The servant leader can walk amount the people.
- Team cohesion is an important component of effective team performance and servant leaders emphasise this need greatly. This is achieved through enhanced trust and alignment of ambitions.
- Build relationships between colleagues because as they learn to trust each other, they become more productive (Teambuilding exercises)

John 10:16

And other sheep I have, which are not of this fold: them also I must bring, and they shall hear my voice; and there shall be one fold, and one shepherd.

11. Calling

- Servant leaders have a 'calling' to serve others and have a natural and inherent desire to be a servant leader.
- This could be considered from a spiritual perspective, or from a born-trait or socially constructed perspective.
- The idea of servant leaders having a calling is well aligned with a values-based approach to leadership.
- A calling does not excuse one from growing (2 Timothy 1:6).
- Ultimately, servant leaders should adopt this approach because they believe it is the right approach to take, not because they should or because they are told to do so.
- A servant leader will pursue opportunities to make a difference and to impact the lives of employees, the organization, and the community.
- It is never about self-gain(profit), and neither is it about self-glory(fame).

Luke 17:10

So likewise ye, when ye shall have done all those things which are commanded you, say, We are unprofitable servants: we have done that which was our duty to do.

1 Peter 4:10-11

As every man hath received the gift, even so minister the same one to another*, as good stewards of the manifold grace of God. If anyone speaks, they should do so as one who speaks the very words of God. If anyone serves, they should do so with the strength God provides, so that in all things God may be praised through Jesus Christ. To him be the glory and the power for ever and ever. Amen.

12. Nurturing the Spirit

- A servant leader will inspire others to become stakeholders or buy into the vision and does not use threats or intimidation to achieve this.
- Servant leaders understand that individuals have a natural desire to personally contribute to meaningfully to an organisation.
- People want to be part of something great, achieve something amazing and seek new ways to improve themselves. Servant leaders nurture the individual's spirit through support, encouragement, and acknowledgement of achievements.
- Rather than criticise, feedback is constructive and is centred around growth and enhancement of the individual.
- Identification of areas for improvement is never overly harsh or personal.
- Servant leaders create a feeling of joy for the work being undertaken and activities are celebrated through means that acknowledge the value of the employees' commitment to worthwhile endeavours.
- Ultimately, the servant leader encourages others to reflect on their successes and struggles, to learn from them, and also make others adopt servant leadership principles.

John 15:16

Ye have not chosen me, but I have chosen you, and ordained you, that ye should go and bring forth fruit, and that your fruit should remain: that whatsoever ye shall ask of the Father in my name, he may give it you.

Class Assignment

From lesson 2 on The Principles of Servant Leadership; select any 4 of the 12 and explain each on in detail. Make at least 3 scripture references from the Bible. Uses real life examples where you can, more marks will be awarded for originality.

Due date 12 March 2022