And that is what servant-leaders do.

Therefore profitable.

Therefore scarce.

Therefore combine viewpoints that are not easily joined.

To create wealth is...
Aim

The people served grow as individuals, becoming healthier, wiser, more autonomous and more likely themselves to become servants (Greenleaf, 1977).

Ten Principles of 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

SOME CHARACTERISTICS OF SERVANT-LEADERSHIP

- Servants
- Servants

(Greenleaf, 1977).

The people served grow as individuals, becoming healthier, wiser, more autonomous and more likely themselves to become servants.
**SERVANT-LEADERSHIP (GREENLEAF)**

1. Listening
2. Empathy
3. Healing
4. Awareness of self
5. Persuasion
6. Conceptualization
7. Detachment
8. Vulnerability
9. Awareness of others
10. Building community
9. Commitment to the growth of people
8. Stewardship
7. Foresight
6. Conceptualization
5. Power/Authority
4. Awareness of self
3. Vulnerability
2. Detachment
1. Doing

**WHAT ABOUT ITS COMPLEMENTARY VALUE?**

10 PRINCIPLES OF SERVANT-LEADERSHIP
Serving - Leading

leading for the general good…

this conscious choice brings one to aspire to lead…

for the general good…

A first in foremost commitment

people’s highest priority needs are being served…

…to make sure that other

NOTE THE HYPHEN

GENERATIONS across

SERVANT-LEADERSHIP

SERVING - LEADING

In SERVICE of OTHERS
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.

Core Proposition

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

To serve a future generation of leaders to
Our research reveals that propensity to reconcile dilemmas correlates with bottom line business performance.

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, p.429
1. To develop our people versus to become more cost conscious
2. Reward our people for their faith in us versus our shareholders versus anticipation of customer needs
3. Keep short-term cash flow versus invest in long-term sustainability
4. Reputation in wider community versus serve our customers versus community versus capital versus intellectual capital
5. Global or standardized products versus local tastes, particular markets
6. Customer is always "right" versus anticipate customer needs
7. Equal opportunities versus positive discrimination
8. Operational agility versus strategic clarity
9. Leverage intellectual capital versus innovative projects
10. Satisfy our customers at all costs versus shareholder value

Some soft evidence:

- Contributions to Society
- Employee Development & Learning
- Operational Agility
- Strategic Clarity
- Shareholder Value
- Corporate Effectiveness & Efficiency
- Satisfaction of the Client
- Contributions to Society
- Operational Agility
- Strategic Clarity
- Shareholder Value
- Corporate Effectiveness & Efficiency
- Satisfaction of the Client
ACHIEVEMENT VERSUS ASCRIPTION

What You Do

Who You Are

Performance Status

Lost democratic leadership

Attributed status by seniority or role

The Servant

Leader

The Servant Leader

Follow the Leader

(10,10)

(10,10)

(1,10)

(1,10)
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.'

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**Percentage opting for Individual Freedom**

- **<20**
- **21-30**
- **31-40**
- **41-50**
- **51-60**
- **>60**

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02 / INDIVIDUALISM VERSUS COMMUNITARIANISM

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Individual development, its obstacles, individual freedom and quality of life for us all will improve. Even though we are older than the individual is continuously taking care of his or her fellows, then the quality of one's life would improve as a result. The opportunity to develop oneself, the quality of much freedom as possible and the maximum value has as one said: It is obvious that one has as
Case Study: Individual Performance versus Team Spirit

The Individual and the Team
02/ DILEMMA RECONCILIATION

Team Motivation

Individual Motivation

(10,1)

Team Mediocrity

(1,10)

Me, Myself and I

Withholding Information
02/ DILEMMA RECONCILIATION

Individual Motivation

Team Motivation

02/ DILEMMA RECONCILIATION

Team Motivation

Go for the small team

(5,5)
02/ MAIN CHALLENGES

1. Mass Customization
2. Co-Operation
3. Moment of Truth
4. It is Cool to be Emotional
5. Servant Leader
6. Just In Time Synchronizing Sequences
7. Pushing through the Pull

REPORT ——— RAPPORT (DEBORAH TANNEN)