



# Servant Leadership

## Session Objectives

- **Explain** what servant leadership means.
- **Demonstrate** how servant leadership responsibilities may already be practiced by the participants, albeit unconsciously.
- **Guide** participants to identify servant leadership attributes in themselves and others.
- **Enable** participants to leave the training with the opportunity to be better servant leaders to those they lead.

**Session Length:** 55 Minutes

## Appendix Resources

- Event planner rubric
- PowerPoint presentation

## Required Materials

- Laptop with projector display
- Printed handouts
- Flip Chart & Markers



## Session Narrative

### Introduction

5 minutes

Welcome everyone; today we will be discussing the ideas and thoughts behind servant leadership. Specifically, we will narrow our focus to cover the meaning; how you can be a servant leader in your everyday life, in your life as an Arrowman, and why this is so important to the Order of the Arrow's legacy of Servant Leadership.

The concept of Servant Leadership is thousands of years old and stems, at least partly, from religious teachings on leadership. In 1970, Robert Greenleaf introduced the term "Servant Leadership." He wrote an essay titled *The Servant as Leader* that was later expanded into a book. That book is a very influential management text that launched a wide movement called Servant Leadership.

We find in the work of E. Uner Goodman an enthusiasm for the aims of Scouting, and appreciation for the possibilities of a youth-led and adult-supported program, and an understanding of a life enriched through leadership in service, Servant Leadership. This is the legacy of the Order of the Arrow. Each of us as Arrowmen must see the future through the prism of our past, and leave the legacy of Servant Leadership to the next generation of Arrowmen.

Our overall goal in this Session is to help each of you understand the true meaning and values of Servant Leadership, and learn ways to make you better Servant Leaders to those you lead.

### What do you think are the basic characteristics of a Servant Leader?

5 Minutes

Let's take several minutes for you to come up with the basic characteristics of a servant leader.

*Trainer Instructions:* Write responses from the participants on a flip chart or white board. Have a separate page on your flip chart with these nine characteristics posted for review. Prepare a handout with these characteristics for handout at the end of the presentation.

Servant Leaders have basic personal characteristics on which they evolve into effective Servant Leaders. These personal characteristics include the following:

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Stewardship
- Commitment
- Building community





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The most effective Servant Leaders put those whom they lead first (*others-first leadership*). Good Servant Leaders see themselves as serving those that they lead, and enabling the success of those they lead. Servant Leaders are always looking for ways to make the team's experience better, to help them learn new skills and succeed in reaching goals, and to take on as much responsibility as they are able.

## Let's Break Down these Personal Characteristics

10 Minutes

Listening: A critical communication tool, necessary for accurate communication and for actively demonstrating respect for others. Lodge Leaders should always listen to the voices of their Arrowmen.

Empathy: Ability to mentally project one's own consciousness into that of another individual. Lodge Leaders need to empathize with their Arrowmen in an attempt to understand what they want.

Healing: Ability to make whole. Lodge Leadership needs to be able to make the entire Lodge whole as this will help the Lodge better understand what is happening in the Chapters.

Awareness: Without awareness, we miss leadership opportunities. Lodge Leadership needs to make sure that they are aware of what is going on in their Chapters along with being aware of any sensitive issues that may exist.

Persuasion: Servant Leaders build consensus through gentle but clear and persistent persuasion, and does not exert group compliance through a position of power. Lodge Leaders need to be able to persuade Arrowmen as a means of making decisions and be an authority figure.

Conceptualization: Servant Leaders conceive solutions to problems that do not currently exist. Lodge Leaders need to plan for the future, and have visions for the future.

Foresight: Servant leaders build foresight off conceptualization about what is going to happen in the future. Lodge Leaders should be able to see what could be a likely outcome for a situation that may have occurred in the past; and anticipate the realities of the present.

Stewardship: Servant Leaders are concerned not only for the individual followers within the group, but also the organization as a whole. Lodge Leaders may need to hold the goals of the Lodge above the individual or the own personal goals.

Commitment: Servant Leaders are committed to the growth of individuals through encouragement and appreciation. Lodge Leaders should dedicate ample time and energy to the well being and success of the Arrowmen.

Building Community: Servant Leaders provide an environment that can be diverse in nature, but everyone is striving to achieve the same goal. Lodge Leaders should encourage and build teams that work toward the common goal.



## Using Others-First Leadership, what are the Advantages for an Individual Leader? 5 Minutes

Let's take several minutes to come up with some advantages of leading by using others-first leadership.

*Trainer Instructions:* Write responses from the participants on a flip chart or white board. Try to get participants to provide examples of these advantages.

Answers should include the following points (*Refer back to Characteristics List*):

- Shared responsibilities
- Less individual effort
- Others succeed
- Team members grow

## Using Others-First Leadership, what are the Advantages for the Lodge?

7 Minutes

*Trainer Instruction:* Write responses from participants on a flip chart or white board. Try to get participants to provide examples of these benefits.

Answers should include the following points (*Refer back to Characteristics List*):

- Lodge is more engaged with its members
- Lodge has vision for the future
- Lodge and Lodge Leaders grow

Servant Leadership encourages Lodge Leaders to serve others while staying focused on achieving results in line with the values of the Lodge and the Lodge's council. Servant Leadership differs from other leadership approaches by abandoning the all-too-common top-down hierarchical (*sometimes dictatorial*) style, and instead emphasizes collaboration, trust, empathy, and the ethical use of power.

At heart, the individual Arrowman is a servant first before making the conscious decision to lead. An Arrowman should always choose to lead because he wants to better serve his Lodge or the Order, and never because he desires increased recognition and power. The objective of Servant Leadership is to foster the growth of individual Arrowmen in the Lodge, and increase teamwork and personal involvement for all Arrowmen.

Servant Leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. Above all, Servant Leadership is a selfless, egoless style of leadership where "others first" is paramount. It is truly character-based leadership.

## Activity Breakout

20 Minutes

Now let's take a few minutes to discuss how the characteristics listed on the flip chart at the start of this session apply to this handout. As we review these lists, remember and think back on your scouting and OA leader experiences so far. (*Give Handout to Participants*)





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*Trainer Instruction:* This activity breakout is intended to get as many participants involved in discussion as possible. Generally, after reading information energy can decrease, so try to spark some life into the group. By referencing the list created at the opening of the session, participants can begin to realize that they need to embody the list of traits that they created. As followers everyone knows what traits they desire in a leader. As leaders, it should be known that they hold the key to their success in satisfying those followers' desires.

After reviewing the handout and depending upon the size of the group, split the participants into smaller groups of 2 to 4 people and assign each group with 1 or 2 of the questions below. Each group should take 5 minutes to discuss their assigned question using the handout to help them collectively answer the question. Have the groups come back together and have each team read their question and share their answer with the whole sessions. Entertain general follow-up discussion at the conclusion of the presentations.

## Questions to provide each group to answer:

- Can you identify one or two examples of servant leadership you have observed in others?
- What qualifications help the Order of the Arrow attract Servant Leaders?
- How do these qualifications relate to our list of characteristics?
- How did you stand out from other Arrowmen or Scouts?
- What traits do you have that resemble traits of a Servant Leader?
- Do you consider yourself to be a Servant Leader? If so, why? If not, why?
- Using Others-First Leadership, what are the Advantages for a Individual Leader?
- Using Others-First leadership, what do you see are the Advantages for the Lodge?

Each of us joined the Order of the Arrow in the same way. Our troop members saw in us characteristics that they admired. That admiration taught us that we do in fact live the OA high ideals: Brotherhood, Cheerfulness, and Service. We may not have initially understood the power of those ideals at the time, but now we have the opportunity to appreciate them moving forward, and to share them with our younger Arrowmen.

Essentially, our Order is an honor society that has a membership filled with Leaders. Within our membership, there is a much higher probability that Servant Leaders exist. Each of us holds the key (our followers) to becoming a successful Servant Leader. What it will come down to is the effort and belief in each of our leadership abilities to the point where we exemplify the list of characteristics we created earlier. What can help us achieve those characteristics is what has helped us all along, Brotherhood, Cheerfulness, and Service. So, everyone here is the last component to servant leadership.

## Conclusion

**3 Minutes**

The Order of the Arrow has a proud heritage of youth leadership supported by capable adult advisers. Successful youth leaders know and relate to their followers because they too were followers at one time. Remembering one's roots helps build the foundation of successful Servant Leadership. Living the qualities/traits we discussed here today can help us all become better Servant Leaders.





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Servant Leaders lead by example, by getting down and dirty (rolling our sleeves up). Servant Leaders adapt to their followers to fulfill their needs and desires (listen). And Servant Leaders are willing to put in the effort (hard work). Servant leadership is a complex topic; however, it begins with you the individual Arrowman. The effort that each of us chooses to put into this endeavor is what we will receive in return. So, work hard at all you do and strive to become a Servant Leader.

Thank you for your attention and participation. I wish you the best throughout your service.

