

2012a

SERVANT LEADERSHIP

Session Length: 50 Minutes

Learning objectives:

- To foster the ideals of servant leadership and leave each participant in the session with a passion to be a better servant leader.
- To offer a new outlook on a complex subject.

Required Materials:

- Copies of The Servant Leadership Handout (as needed)
- Flipchart, Easel, and Marker



TRAINER INTRODUCTION

Introduction

5-10 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 every day life, and why this is so important. To begin, let's have everyone take a minute to write down some traits you think a servant leader should possess.

Trainer Tip: Do not give them very long to do this, just a minute or two. Then have each person stand up and say their trait. This could also be adapted to tables, have each table come up with a trait and one person stand up and say what it is. Take some time to discuss each.

Desired Responses: Humility, Example Setter, Personable, Selflessness, Hard Worker, Stewardship, Empathetic, Enduring, Teacher (explains, guides, demonstrates, enables), and a Visionary.

Write these down on the flip chart.

SESSION NARRATIVE

What is the Key to Servant Leadership?

10 Minutes

Those examples are great! And now that you all have your thinking caps on let's use an example to help explain the key to servant leadership. I have a short story to help create an image of a servant leader.

Trainer Tip: This short story is more of a conversation. You can be as creative with its delivery as you'd like. However much uniqueness you decide to put into its reading though, highlighting the point will remain priority. Followers are the key to servant leadership.

What does every leader need?

-Ray Capp-

When my son was very young he asked me to give him a riddle to solve. I came up with a doosey! "What does every leader need?" I asked.

That was a tough one, and he went on up to bed making a mental list to try on me at breakfast.

SON: "How about an office?" he quipped as I poured orange juice.

FATHER: "No, keep thinking".

SON: "Somewhere to go?"

FATHER: "No, but sometimes that helps."

SON: "A plan?" "Well, maybe, but not always."

This went on as we drove to school and continued over dinner.

SON: "I know, how about jobs for the others to do."

FATHER: "What others?" I asked.

SON: "You know, his followers."

FATHER: "You got it."

SON: "What? Jobs to do?"

FATHER: "No, followers." "Every leader needs followers."

SON: "Oh man, I thought it would be something good!" And we laughed.

One idea projected by this story is: Instead of focusing on what traits make a servant leader, we should think about what traits followers look for in a servant-leader.

The list we developed earlier is a great place to start looking for an answer to this question. I think we can all agree that this list is still relevant. However, if we look at it from a follower perspective, which is the most important, we need to understand one thing. The embodiment of service and leading by example should outweigh authoritative leadership.

A tool that can help us become better servant leaders is to simply work twice as hard as those we lead. A self-driven motto like this will lead you to serving others; the support from your followers will (ironically) follow. For other words of wisdom, we can look to our Founder, Dr. E. Urner Goodman.

Dr. E Urner Goodman said:

"A servant leader is a person chosen as a leader because he is a servant first."

We must observe and listen, take a personal interest in others, truly care, and be genuine. So, what is the last piece to this servant leadership puzzle?

Who is a Servant Leader?

10-15 Minutes

So far we have discussed traits a servant leader shows and that followers would desire/require. But there is one last component to a servant leader. To help illustrate this last component, let's take a look at our Servant Leadership handout.

Trainer Tip: This handout outlines the philosophy behind the election process for the Order of the Arrow. Many will wonder why this information found its way into a session devoted to leadership. But it's at this point in the session, that people need to realize they hold the key to servant leadership. To avoid losing your audience's attention, consider having volunteers read a paragraph at a time.

**CRYSTALLIZING THE SCOUT HABIT OF HELPFULNESS INTO
A LIFE PURPOSE OF CHEERFUL SERVICE TO OTHERS**

-Randall K. Cline-

Each year in thousands of meetings all across America, a time-honored tradition takes place, as Boy Scouts recognize especially worthy members of their troops by electing them to membership in the Order of the Arrow. The Order, or OA as it is sometimes called, is Scouting's National Honor Society. Although the troop leader must certify the eligibility of all nominees standing for election, only youth members may vote. Scouts are instructed to cast their ballots for the troop's best Scouts, those who truly strive to live the Scout Oath and Scout Law each and every day.

No one can apply for membership in the Order of the Arrow. Selection is up to the Scouts in each troop conducting an election. While it isn't widely known or promoted, the *Order of the Arrow Handbook* has for years advised members that election into the Order is "indeed unique."

"There is no other organization in which members are elected by both members and non-members." These elections are not designed to be popularity contests. Care is taken with each one to ensure a valid result. Scouts that strive to live by the organization's ideals are fairly easy to spot in real life. Troop members are encouraged to vote only for the best ones: those Scouts who are friendly to all; who get along with everyone; and who happily pitch in willingly to help whenever there is a need. They are the boys who are kind and positive to others, even when it isn't easy.

Whether these Scouts realize it or not, they already stand out from the others by personifying one or more of the traditions of the Order of the Arrow: Brotherhood, Cheerfulness and Service. When a Scout is chosen for membership in the Order of the Arrow, it is a sure sign that he is already held in high regard by his peers in the troop. Membership in the OA is intended to be a distinct and special recognition. Scouts do not campaign for election or OA membership. Electioneering is easily spotted and turns off those casting ballots. The best way to get elected is by being the best Scout one can be and by living Scouting's values.

There is one more point here: It is also intended that other Scouts in the troop, upon seeing their friends being elected and recognized with OA membership, will be inspired to adjust their own behavior, to act similarly and more Scout-like themselves, in the hope that they might also be elected to OA membership in the future. This is a behavior change technique at work: A positive consequence of more Scout-like behavior; and a reminder of the incredible power of example; that each of us is constantly being observed, and can influence others for good or ill.

So, the OA's election/recognition efforts work in two distinctly different ways. The first is fairly obvious: positive reinforcement of the ideals of Scouting through the recognition of the best Scouts. The second is more covert and seeks to modify the behavior of those not yet elected.

Now let's take a few minutes to discuss how the traits you have listed on the flip chart at the start of this session, apply to this handout.

Trainer Tip: Try 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.

Possible Questions:

- ⇒ What qualifications help our organization attract servant leaders?
- ⇒ How do those qualifications relate to our list of characteristics?
- ⇒ How did you stand out from other scouts in your troop?
- ⇒ What traits do you have that resemble the traits of a servant leader's?
- ⇒ Are you a servant leader?

Each of us joined this organization 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.

Essentially, our Order is an honor society that has a membership filled with leaders. From that 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.

Historic Value of Servant Leadership

5-10 Minutes

We have a good picture of what traits make up a servant leader, agreed? Well now, we need to analyze some successful examples to see these traits in action and give us some real life models to follow. So who in the historical past has shown these traits?

Trainer Tip: Write responses down on a separate flip chart page. If George Washington is not mentioned after about 1 minute of going around the room, bring him up.

George Washington was a custodian of our Nation. Custodian means; a keeper, a guardian, or a caretaker. It is a proactive word that implies action on the part of the bearer. Custodians hold something in trust on behalf of others. It is not a behavior motivated out of self-interest. This is important because if a leader leads with his self-interest in mind, is he leading for us—his followers?

Whether we draw upon his humility during the war or during his presidency, Washington is great example of a selfless leader. He served his country for the betterment of everyone and without regard for his own gain. We can learn from examples like this by serving those we lead rather than the other way around.

SESSION SUMMARY

Conclusion:

5 Minutes

Successful leaders know and relate to their followers because they too were followers at one time. Remembering ones 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.

We must lead by example, by getting down and dirty (rolling our sleeves up). We must adapt to our followers to fulfill their needs and desires (listen). And we must be willing to put in the effort (hard work). Servant leadership is a complex topic; however, it begins with us. The effort we choose 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 luck throughout your service.