To Create Wealth is to combine Viewpoints that are not easily joined... Therefore scarce... Therefore profitable...

And that is what servant-leaders do.
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

Robert K. Greenleaf

(Head of Greenleaf Center for Servant Leadership)
SERVANT-LEADERSHIP (GREENLEAF)

10 PRINCIPLES OF SERVANT-LEADERSHIP

1. Listening
2. Empathy
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6. Conceptualization
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WHAT ABOUT ITS' COMPLEMENTARY VALUE?

1. Doing
2. Empathy
3. Healing
4. Awareness of self
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community
SERVING - LEADING

A first in foremost commitment to working in service of others for the general good.

...this conscious choice brings one to aspire to lead.

...to make sure that other people's highest priority needs are being served.

NOTE THE HYPHEN

SERVANT-LEADERSHIP

across GENERATIONS

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.

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

CORE PROPOSITION
Correlation
(Spearman's coefficient of rank)

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Business performance in profit centre/budget stream</th>
<th>Correlation between reconciliation and 360° feedback by peers and subordinates</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.71</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Our research reveals that propensity to reconcile dilemmas correlates with bottom line business performance.
1. To develop our people versus to become more cost conscious
2. Reward our people for their faith in us versus reward our shareholders for their mastery versus serve our customers versus serve our shareholders
3. Keep short-term cash flow versus invest in long-term sustainability
4. Reputation in wider community versus serve our customers wants
5. Global or standardized products versus local tastes, particular markets
6. Customer is always “right” versus anticipate customers 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 satisfy shareholders at all costs

Corporate Effectiveness & Efficiency
Employee Development & Learning
Satisfaction of the Client

Some Soft Evidence
05/ ACHIEVEMENT VERSUS ASCRIPTION

Performance Status

Follow the Leader

Status?

Who You Are

What You Do

Attributed status by seniority or role

Lost democratic leadership

The Servant

Leader

(10, 10)

(1, 10)
SERVANT OR LEADER?

Universalism versus Particularism
Individualism versus Communitarianism
Neutral versus Affective
Specific versus Diffuse
Achievement versus Ascription
Sequential versus Synchronic
Internal versus External Control

SERVANT OR LEADER?
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.'

02/ INDIVIDUALISM: AGE

Percentage opting for individual freedom

[Bar chart showing the percentage of individuals opting for individual freedom by age group.]

02/ INDIVIDUALISM VERSUS COMMUNITARIANISM
Case Study: Individual Performance versus Team Spirit

The Individual and the Team

Stimulate Team Co-operation

Reward Individual Performance
Individual Motivation

02/ DILEMMA RECONCILIATION

Team Motivation

(1,10)

Me, Myself and I

withholding

Information

Team Mediocrity

(10,1)

Team Motivation

Individual Motivation

(1,10)
2. Main Challenges

- Customization
- Co-Operation
- Moment of Truth
- It is Cool to be Emotional
- Servant Leader
- Just In Time Synchronizing Sequences
- Pushing through the Pull

Report ——— Rapport (Deborah Tannen)