



LESSON 4-5: Healthy Leadership

Servant Leadership Implementation

*"The first step in a company should be to provide education in leadership." -
W. Edwards Deming, Quality Guru*

*"The first and most important choice a leader makes is the choice to serve, without
which one's capacity to lead is severely limited." -Robert Greenleaf*

*"Leadership is not an affair of the head. Leadership is an affair of the heart." -
James Kouzes and Barry Posner in *The Leadership Challenge**

WELCOME & PRAYER

Prayer: Humility so you can have honest self-reflection

PREVIOUS LESSON FOLLOW UP

- The Weekly Application in Lesson 4-4 asked up to pick one description from Exercise 1 wanted to change. What was the change you made or attempted to make? What was the result?

KICK OFF QUESTION

- Think of a time in your career when someone gave you critical feedback about your work or actions you did not like at the time. How long did it take you to accept this person might be right? How did you grow through the process?

PRIMARY SCRIPTURES

John 15:1-8

"I am the true grapevine, and my Father is the gardener. He cuts off every branch of mine that doesn't produce fruit, and he prunes the branches that do bear fruit so they will produce even more. You have already been pruned and purified by the message I have given you. Remain in me, and I will remain in you. For a branch cannot produce fruit if it is severed from the vine, and you cannot be fruitful unless you remain in me.

"Yes, I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing. Anyone who does not remain in me is thrown away like a useless branch and withers. Such branches are gathered into a pile to be burned. But if you remain in me and my words remain in you, you may ask for anything you want, and it will be granted! When you produce much fruit, you are my true disciples. This brings great glory to my Father.



Discussion Questions:

- What fruit should a leader produce?
- How do you believe God has been pruning you?

BIG PICTURE

- You must lead yourself with character and integrity
- Leadership requires complete humility
- Growing your leadership requires meaningful, but likely difficult, feedback from others

EXERCISE 1 (From Leadercast)

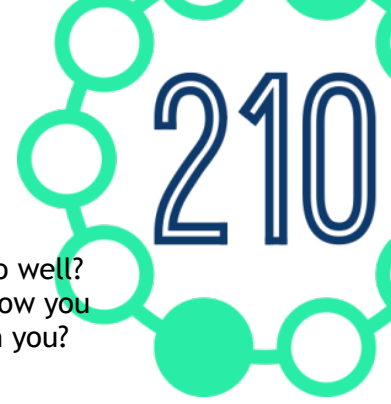
Here is a simple four step process from Kristi Hedges, a contributing author to [Harvard Business Review](#).

1. Select three to five colleagues who you work with often.
2. Ask for an individual meeting with each person you've selected to give you personal feedback. Make it clear that everything the person says will stay between the two of you.
3. Ask three simple questions:
 - a. What's the general perception of me?
 - b. What could I do differently that would have the greatest impact on my success?
 - c. What could I do differently that would have the greatest impact on your success?
4. Control how you react. Keep the conversation open and honest by resisting the urge to explain your actions or defend yourself. Reacting negatively or getting overly emotional will make the person wary of giving you additional feedback in the future.

EXERCISE 2

Complete the [Leadership Skills Inventory-Self-Assessment](#) at the end of the Lesson. It is important for you to spend adequate time working through each question prior to the Lesson.





DISCUSSION QUESTIONS

- What did you learn by completing Exercise 1? What did others say you do well? Was there a disconnect in how you thought you were perceived versus how you are perceived? Do you believe the people you selected were honest with you?
- People are not what they say, but what they do. Explain this statement. What do you say versus what do you do?
- What did you learn by completing the Leadership Skills Inventory-Self Assessment in Exercise 2? Where did you score yourself the highest? Lowest?
- What Leadership Skill do you have the biggest struggle improving? Why?
- Who is a current or former co-worker you need to express appreciation to? Specifically tell them what you appreciate about them.

WEEKLY APPLICATION

- Pick one item from the Leadership Skills-Self Assessment you commit to improve. Complete the SMART Action Plan for the item selected. Report back to the group at the next meeting.

CHALLENGE - IF YOU REALLY WANT TO LEARN ABOUT YOUR LEADERSHIP

1. There are additional steps you can take if you really desire to make significant gains in your leadership, but this is not easy, which is why many do not have the courage and humility to take this next step. Almost all organizations that implement servant leadership do the following.
2. Give the Leadership Skills Inventory to your manager, peers and folks reporting to you for a full 360-degree evaluation of your leadership. Five should be the minimum number evaluating you, but ten is preferred. These must be returned to a third party to ensure a true evaluation of your leadership and to ensure confidentiality. The third party will need to summarize into one document the results. This will likely be a challenging process for you, but it may be one of the most meaningful things you can do to really assess your leadership and how you can improve.
3. Create a Smart Action Plan to address areas to improve. Focus on the lowest scored area from the 360-degree review and/or the biggest gaps between your self assessment and the assessment of your co-workers.





CLOSING PRAYER

ADDITIONAL RESOURCES

- *The Culture-Creating Excellence with Those You Lead* by James C Hunter. This is 'the rest of the story' from Hunter's classic, *The Servant*.
- The World's Most Powerful Leadership Principle by James C Hunter
- *The Servant Leader-How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance* by James A. Autry
- James C. Hunter on the Importance of Servant Leadership in Today's Culture <https://www.youtube.com/watch?v=ZKvyJg5tt5s>
- Steve Jobs on Managing People: <https://www.youtube.com/watch?v=f60dhe14ARg>



Leadership Skills Inventory-Self Assessment

Name:					
Position:		Date:			
		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	I give and show sincere appreciation to others				
2.	I address issues/problems/situations as they arise				
3.	I spend time walking floor and staying close to activity				
4.	I give encouragement to others				
5.	I make clear what is expected on the job				
6.	I am a good listener				
7.	I coach and counsel staff to ensure compliance with broad goals				
8.	I treat people with respect, like they are really important people				
9.	I am actively involved in creating a learning environment				
10.	I hold people accountable for meeting the standards				
11.	I freely give credit to those who deserve it				
12.	I show patience and self-control with others				
13.	I am a leader people feel confident following				
14.	I have the technical skills necessary to do my job				
15.	I have the leadership skills necessary to inspire others				
16.	I meet the legitimate <u>needs</u> (as opposed to <u>wants</u>) of others				
17.	I am able to forgive mistakes and not hold grudges				
18.	I am someone people trust				
19.	I do <u>not</u> engage in gossip or backstabbing others				
20.	I give positive feedback to staff when appropriate, not sparingly				
21.	I do <u>not</u> embarrass people or punish them in front of others				
22.	I set high goals for myself, staff and the department				
23.	I have a positive attitude on the job that is contagious				
24.	I am sensitive to the implications of my decision on other depts. and the company				
25.	I am a fair and consistent leader and lead by example				
26.	I am not a controlling or domineering person				
27.	I empower people that work with me				

Note: Modified from Appendix 2, The World's Most Powerful Leadership Principle-How to Become a Servant Leader by James C. Hunter

What are my greatest leadership strengths/skills?

What leadership skills do I need to work on and improve?

Leadership Skills Inventory

Leader/Manager Name:				
Position:		Date:		
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Gives and shows sincere appreciation to others				
2. Addresses issues/problems/situations as they arise				
3. Spends time walking floor and staying close to activity				
4. Gives encouragement to others				
5. Makes clear what is expected on the job				
6. Is a good listener				
7. Coaches/counsels staff to ensure compliance with broad goals				
8. Treats people with respect, like they are really important people				
9. Is actively involved in creating a learning environment and developing others				
10. Holds people accountable for meeting the standards				
11. Freely gives credit to those who deserve it				
12. Shows patience and self-control with others				
13. Is a leader people feel confident following				
14. Has the technical skills necessary to do their job				
15. Has the leadership skills necessary to inspire others				
16. Meets the legitimate <u>needs</u> (as opposed to <u>wants</u>) of others				
17. Is able to forgive mistakes and not hold grudges				
18. Is someone people trust				
19. Does <u>not</u> engage in gossip or backstabbing others				
20. Gives positive feedback to staff when appropriate, not sparingly				
21. Does <u>not</u> embarrass people or punish them in front of others				
22. Sets high goals for themselves, staff and department				
23. Has a positive attitude on the job that is contagious				
24. Is sensitive to the implications of their decisions on other depts. and the company				
25. Is fair and consistent leader and leads by example				
26. Is not a controlling or domineering person				
27. Empowers people they lead				

Note: Modified from Appendix 1, The World's Most Powerful Leadership Principle-How to Become a Servant Leader by James C. Hunter

What is their greatest leadership strengths/skills?

What leadership skills do they need to work on and improve?

Signature: _____ Date: _____

SMART Action Plan

Name:

Position:

Date:

Specific: State the specific goal or objective you want to improve in very specific terms and how you are going to accomplish it:

Measurable: State how goal or objective will be measured and documented:

Achievable: State how this is a realistic and achievable goal, but also how it will stretch you:

Relevant: State why your objective is relevant and important:

Time Sensitive: State the time frame for specific action(s):

Comments:

(Use one page per action item.)