



LESSON 4-6: Healthy Leadership

Building a Servant Leadership Culture

"The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant." -Max DePree

"You can have anything you want in life if you just help enough other people get what they want." -Zig Ziglar

*"We make a living by what we get. We make a life by what we give." -
Winston Churchill*

WELCOME & PRAYER

PREVIOUS LESSON FOLLOW UP

- From the Weekly Application of Lesson 4-5, what item did you pick from the Leadership Skills Self Assessment to improve and what was your SMART Action Plan? What were the results?

KICK OFF QUESTION

In James Hunter's book *The Culture*, a statement is made by Simeon that his biggest takeaway from his distinguished career was the following:

"The essential task of the leader is to create and sustain an environment or culture of excellence wherever they lead."

- How does this statement apply to you and your organization? Where does your organization fit on a scale measuring excellence?

PRIMARY SCRIPTURES

Jesus' washing the disciples' feet is given in John 13:1-17. Below is an excerpt from John 13:5b-13.

Then he began to wash the disciples' feet, drying them with the towel he had around him. When Jesus came to Simon Peter, Peter said to him, "Lord, are you going to wash my feet?" Jesus replied, "You don't understand now what I am doing, but someday you will."

"No," Peter protested, "you will never ever wash my feet!" Jesus replied, "Unless I wash you, you won't belong to me." Simon Peter exclaimed, "Then wash my hands and head as well, Lord, not just my feet!"

Jesus replied, "A person who has bathed all over does not need to wash, except for the feet, to be entirely clean. And you disciples are clean, but not all of you." For Jesus knew who would betray him. That is what he meant when he said, "Not all of you are clean."





After washing their feet, he put on his robe again and sat down and asked, “Do you understand what I was doing? You call me ‘Teacher’ and ‘Lord,’ and you are right, because that’s what I am. And since I, your Lord and Teacher, have washed your feet, you ought to wash each other’s feet. I have given you an example to follow. Do as I have done to you. I tell you the truth, slaves are not greater than their master. Nor is the messenger more important than the one who sends the message. Now that you know these things, God will bless you for doing them.

Discussion Questions:

- Why does Jesus feel the need to wash the feet of the group he led?
- Peter was a rebel in this story. How does Jesus deal with him?
- What does Jesus say will happen if we serve others?

BIG PICTURE

- Servant Leadership is not just biblical but an effective leadership model to develop/grow people, satisfy customers, reward shareholders and improve society.

Robert K. Greenleaf introduced the modern term “servant leader”, but this is only the modern term. As you have seen from the Scriptures referenced during the Healthy Leadership Series, the concept has been with us for many centuries. If you go back through history, you can see several individuals who kept bringing servant leadership to the forefront in the 19th and 20th centuries.

Greenleaf said in his book, “The Institution as the Servant” (1972):

“Caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. Whereas, until recently, caring was largely person to person, now most of it is mediated through institutions—often large, complex, powerful, impersonal; not always competent; sometimes corrupt. If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most open course is to raise both the capacity to serve and the very performance as servant of existing major institutions by new regenerative forces operating within them”

Businesses (and government) have a huge impact on the quality of our lives, whether we work within the business or are customers of the business. Leaders of these institutions should be concerned about everyone they touch—employees, customers, stockholders/owners and society in general. An effective servant institution serves everyone touched by it.

Sipe and Frick in Seven Pillars of Servant Leadership compare the financial returns of several companies from 1995 to 2005. During this period, the **S&P 500 had average annual returns 10.8%**, and the eleven companies in Jim Collins’ book **Good to Great had average annual returns of 17.5%**. However, the **servant-led companies they compared had an average return of 24.2%**. Servant Leadership when done well produces superior financial results.





EXERCISE 1 - Privately Owned Company

Go to <http://firstfruits.com>. Read “Our Story”, “Our People” and “Our Philosophy”. Write down your observations after reading about the company.

EXERCISE 2 - Publically Owned Company

Go to [Southwest Airline webpage](#) to learn about how the company thinks and distinguishes itself. Or you could Google “Southwest Airlines Culture” to get an understanding of what others say about their culture. Write down your observations. What impresses you?





DISCUSSION QUESTIONS

- What did you learn after reviewing the two companies above? What do you think the employees think about their employer? What do people outside of the company say about the company?
- How do you believe the companies got to this point? Where did they start?
- What are the benefits of a servant-led organization to:
 - Organization:
 - Staff:
 - Customers:
 - Owners:
 - Community
- What would it take to create an exceptional company? How does your company compare? What would it take to create change?
- What are the barriers in your organization to creating a servant leadership culture?
- What are steps you could take in your current position to move your company in the direction of exceptional?

SUMMARY FOR SERVANT LEADERSHIP SERIES

Reimagining our work as a calling from God changes our motivations for work. Ephesians 2:10 states we are God's masterpiece created anew in Christ so we can do the good things He has planned for us. We pray you have clarity in what God has called you to do at work. The Healthy Leadership Series focused on how you can multiply your service to the Father by serving others and by helping others serve others. We pray, as you have had questions about how to serve and lead at work, this series has brought some clarity to you. If it has not, maybe the series has at least helped you process how to better serve/lead in your home and other areas you serve.

There have been five brief lessons on servant leadership in this series. This subject is a vast and wonderful world that brings leading others into a proper perspective. The amount of resources available to study are significant, but very few are excellent. If you desire to take your leadership potential to leadership realization, we recommend you start with the books





by James C. Hunter and *Turn the Ship Around* by David Marquet. All the resources referenced in these lessons are worth purchasing and reading. You will be blessed.

To create a Servant Leadership culture within an organization requires a lot of hard work. It does not come natural. You must start with yourself, fully embracing the ideals and letting it show throughout your everyday actions in a manner that others might want to emulate. Once you are comfortable you are headed in the right direction, the next challenge, and it is a huge challenge, is to introduce servant leadership to the people in your sphere of influence. A good place to start is with those individuals that evaluated your leadership skills in Lesson 4-5.

Once people are intrigued by the idea, then comes learning, growing and implementation. It takes continual process of understanding what your teams need. By the way, first step, quit using the term 'employee'.

The most significant person that needs to grasp Servant Leadership is the leader of the organization. It is very difficult to effect organizational change without the organizational leader being the champion. You can move in that direction and others will likely follow your lead if you lead well, but having the CEO (or whatever your leader is called) as the champion makes a huge difference.

Do not get frustrated. Just do what you can do in the sphere of influence you lead. Pray that God takes care of the rest.

SERIES APPLICATION

- How can you, in your current position, help build an exceptional institution where you are? What are three things you can do? Make a list and create an Action Plan using the attached template. Without a plan and actionable items nothing typically happens.

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*.
- *Servant Institutions in Business* by Jerry Glashagel with the Greenleaf Center for Servant Leadership
- *The Institution as Servant* by Robert K. Greenleaf
- *Seven Pillars of Servant Leadership - Practicing the Wisdom of Leading by Serving* by James W. Sipe and Don M. Frick
- *The Servant Leader-How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance* by James A. Autry
- Industry Today article on [Servant Leadership in an organization](#)



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.)