

Leadership: As Servant

- Servant Leadership for Advocates

Leadership: As Servant

- Leadership

- Definitions
- Ethos
- Realms
- Models
- Styles
- Traits
- Vision

Leadership: As Servant

- Leadership
 - Definitions
 - Leader/ship
 - Follower/ship
 - Relationship
 - Mission
 - Power
 - Authority
 - Love/Charity/Passion
 - Knowledge
 - Skillsets
 - Talents
 - Grit
 - Vision

Leadership: As Servant

- Leadership

- Definitions

- Leader/ship

- “The skill of influencing people to work enthusiastically towards goals identified as being for the common good.” – James Hunter
 - [Army] leadership is the process of influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization. – US Army Field Manual (FM) 6-22
 - [Navy] leadership is the art, science, or gift of by which a person is enabled and privileged to direct the thoughts, plans, and actions of others in such a manner as to obtain and command their obedience, their confidence, their respect, and their loyal cooperation. – Fundamentals of Naval Leadership
 - “True leaders, induce followers to act in accord with the values and the motivations of both leaders and followers. It is a dynamic relationship, that at its best, finds leaders engaged in a process of raising the consciousness of followers, or, at a minimum, engages both leaders and followers in a common enterprise.” – James MacGregor Burns
 - “The only safe ship in a storm is leadership.” – Faye Wattleton
 - “Leaders effectively influence people, managers efficiently control things.” – Paul Evans

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Leadership: As Servant

- Leadership

- Definitions

- Follower/ship

- Four attributes of “strong followership” – Vyomesh Joshi (Forbes April 23, 2013)
 - Trust – followers seek trustworthy leaders
 - Stability – followers seek calm, confident leaders
 - Compassion – followers seek empathetic, passionate leaders
 - Hope – followers seek leaders with unwavering belief in the mission
 - An interdependent relationship: successful leaders depend upon capable, committed, confident followers
 - New Testament: Jesus’ parables are lessons describing the necessary traits for disciples (followers, servants-as-leaders in formation of the new covenant) – Laurie Beth Jones
 - An illustration of a leader/follower success: “...the follower instinctively reaches for the nails when the leader picks up the hammer and pieces of wood.” – William “Bill” Evans
 - Preparing for emergent opportunities for leadership development
 - Followers are the MOST important “resource” of/for a team leader: successful leaders understand the critical nature of caring for, feeding, inspiring, and supporting their followers – the mission cannot be accomplished absent a functional bond between leader and followers

Leadership: As Servant

- Leadership

- Definitions

- Relationship

- “The way in which two or more concepts, objects, or people, are connected, or the state of being connected.” – Merriam-Webster
 - Commonalities of people, places, or things
 - “Every organization is really a set of small towns... The people are different in every town, and the roles are never exactly the same. But there are more similarities than differences... We call these small towns tribes... Birds flock, fish school, people ‘tribe.’” – Dave Logan, John King, and Halee Fischer-Wright
 - Leadership is a relationship – James Kouzes and Barry Posner
 - A successful leader:
 - Establishes and sustains “connections” with followers and nurtures a relationship complex involving the mission, the team, and the team member
 - Models sacrifice, selflessness, and service – successful leaders, “are first on the field, last to leave – and the last to eat”
 - Teaches the team to function absent her/his direct participation, successful leaders prepare each, every member of the team for advancement – personally as well as professionally – leaders seek to promote the conditions of their own obsolescence
 - Values the relationship more than the accomplishment of the mission – but understands the inherent necessity of sacrifice in pursuit of a shared mission (e.g. Robert E. Lee at the Battle of Gettysburg)

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Leadership: As Servant

- Leadership
 - Definitions
 - Mission
 - Merriam-Webster 1 "An important assignment carried out for political, religious, or commercial purposes, typically involving travel." and 2 "The vocation or calling of a religious organization, especially a Christian one, to go out into the world and spread its faith."
 - DoD Dictionary 2017 "The task , together with the purpose, that clearly indicates the action to be taken and the reason therefore."
 - Business Dictionary:
 - Mission statement
 - Core purposes
 - Separate what is important from what is not
 - Clear expressions of task focus as well as expected results
 - Communication of organizational direction (aligned with upper echelon priorities)
 - Differences between mission and vision
 - Mission is the cause, vision is the effect
 - Mission is to be accomplished, vision is to be pursued (never fully mastered)

Leadership: As Servant

- Leadership
 - Definitions
 - Power
 - “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” – Lincoln
 - Merriam-Webster
 - Noun:
 - 1 “The ability to do something or act in a particular way, especially as a faculty or quality.”
 - 2 “The capacity or ability to direct or influence the behavior of others or the course of events.”
 - Verb:
 - 1 “Supply (a device) with mechanical or electrical energy.”
 - 2 “Move or travel with great speed or force.”
 - “The ability to force or coerce someone to do your will, even if they should choose not to, because of your position or your might.” – James Hunter
 - Landscapes of Power
 - Structural: positions of individual or collective power assigned for task accomplishment – positional powers
 - Systemic: ephemeral circumstance-dependent “spaces” or “spheres” of power – situational powers- Submitted by Paul L. Evans © 2017

Leadership: As Servant

- Leadership

- Definitions

- Authority

- Merriam-Webster 1 “The power or right to give orders, make decisions, and enforce obedience.” 2 “A person or organization having power or control in a particular, typically political or administrative, sphere.”
 - “The very word authority has within it the word author. An author is someone who creates and possesses a particular work...” – R.C. Sproul
 - “The skill of getting people to willingly do your will because of your personal influence.” – James Hunter
 - Authority is not positional, at least it does not have to be – it is personal, and should be valued as such
 - Authority of a leader to influence people should NOT be dependent upon positional power, but rather – upon the ability of the leader to communicate the legitimacy and urgency of the mission, the capacity to engage people in a vision of a better world, a leader should facilitate progress through her/his own moral authority to call a community into action in common cause
 - Moral authority is a dependent variable: the trust reservoir is slow to fill, quick to empty

Leadership: As Servant

- Leadership
 - Definitions
 - Love/Charity/Passion
 - Love as Noun
 - E Pluribus Unum – Out of Many, One – “We the People”
 - Love as Verb
 - “Agape” KJV New Testament translation: “Love” and “Leadership” are synonymous – James Hunter
 - Charity is love ‘in action’ – “the Verb”
 - Leadership qualities associated with agape: I Corinthians 13 *
 - Love as Strength
 - “Love is the strongest kind of army because it generates no resistance.” – David Brooks
 - Christ as role-model for “strength” of love (in action)
 - Ministry
 - Selflessness
 - Transformative methodology
 - Passion
 - Leaders are examples for their followers: if leader is NOT passionate about mission, who is?

Leadership: As Servant

- Leadership

- Definitions

- Knowledge

- Information

- Demonstrated understanding of relevant information (beyond the basics)
 - Proven abilities to gather, interpret, and remain “current” on all aspects of associated issues/topics

- Mastery

- Lifelong pursuit of self-awareness, social capacities, and subject matter expertise – mastery of self, group dynamics, and subjects
 - Utility – recognized skills at optimizing available information for advancing the mission, the people, and the measurements of progress

- Natural curiosity

- Intellectual hunger: internal drive for discerning patterns or information associated with realities of situation – eagerness to “understand” the world as it is, in order to transform it more successfully

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Leadership: As Servant

- Leadership

- Definitions

- Skillsets

- Leaders must have the skills to do what it is they are assigned to do and lifetime habits for expanding upon earned skillsets
 - Skillsets are learned proficiencies: knowledge alone is not skill, knowledge must be put “into use” and proficiencies must be proven
 - Teams rely upon the ability of the leader to be, to know, to do, and to teach – US Army Field Manual (FM) 6-22
 - Transformative leaders seek opportunities to build, expand, grow, and stretch their own skillsets – to serve their team, tribe, more effectively

Leadership: As Servant

- Leadership

- Definitions

- Talents

- Leaders learn to identify, understand, and master their own gifts and talents in order to serve their teams more effectively, to facilitate greater success of the team as a whole
 - Talents are often revealed through the crucible of crisis/disaster – the greater the talents, the greater the burden of the leader to use its value for good, meaningful consequence

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Leadership: As Servant

- Leadership

- Definitions

- Grit

- A combination of passion and perseverance – Angela Duckworth

- Traits:

- Determination – fierce, hardworking, stubborn, and resilient
 - Direction – very, very clear – deep understanding of desired outcomes
 - “What counts is not necessarily the size of the dog in the fight, it’s the size of the fight in the dog.” – Dwight Eisenhower
 - The basic equation of “will”
 - Intention + actions = will – James Hunter

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Leadership: As Servant

- Leadership

- Definitions

- Vision

- Elements of a vision

- Act or power of “seeing”
 - Anticipating that which to come; prophesy, sensing future developments or reality
 - A vivid, imaginative conception or anticipation

- Explanation of a vision

- “In order to carry a positive action we must develop here a positive vision.” – Dalai Lama
 - “Leadership is the capacity to translate vision into reality.” – Warren Bennis

- Vision is poetry, a mission is prose: a good, meaningful, and worthy mission is dependent upon a shared good, meaningful, and worthy vision

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Leadership: As Servant

- Leadership

- Ethos

- Ability of others to believe in your capacity to lead – tribal acceptance of you as a leader
 - Authenticity – earnest, real, tangible
 - Battle-tested – proven moral toughness in pursuit of just causes
 - Confidence – in the Mission, in the People, in the opportunities for success
 - Humble – transparent humility, demonstrated capacities to learn from failures – extraordinary, but imperfect *
 - Intelligence – EQ, IQ, and manifest curiosity
 - Self-mastery – awareness/management of self (including latent strengths/weaknesses)
 - Selflessness – demonstrated sacrifice, service persona
 - Skillsets – knowledge to get the job done
 - Talents – aptitude for excellence
 - Worldly – unquestioned (irrefutable) understanding of the “real-world” and the rules for success/failure

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Leadership: As Servant

- Leadership

- Realms

- Strategy
 - Operational Campaigns
 - Time Phased Force Deployment Data (Logistical plan) TPFDDL
 - Tactics, Techniques, and Procedures
 - Situational leadership: Mission accomplishment

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Leadership: As Servant

- Leadership
 - Realms
 - Strategy
 - Corporate: CEO and/or Board of Directors
 - Military: Combatant Command and/or Presidential Cabinet
 - Political: Congressional or Legislative Chamber/Caucus Leadership, Chief Executives at County, City, and Special Districts
 - Focus:
 - Global perspective – stewardship of ideals, values, virtues
 - Identification of critical interests and relationships
 - Establishment of principle-based objectives in pursuit of identified requirements
 - Development of a “strategic vision” empowering the chain-of-command, allies, and associates

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Leadership: As Servant

- Leadership
 - Realms
 - Operational Campaigns
 - Corporate: Brand/Project Developer
 - Military: Theater Force Component Commander
 - Political: Congressional or Legislative Committee Leadership, Federal/State Agency Leadership, County, City, and Special District Senior Appointments, Interest Group Executives/Top-Tier National/State Political Consultants
 - Focus:
 - Development of coordinated plan for advancement of objectives identified by strategic vision
 - Identification of key performance measurements tailored for assessment of mission accomplishment
 - Assignment of key performance measurements to capable organizations with appropriate leadership, personnel, equipment, and resources necessary for targeted success
 - Comprehensive coordination/sustainment plan for rescue/resupply/reserve deployment if required by dynamics of the battlespace
 - Clear, concise, and consistent explanation and adherence to defensible "Rules of Engagement" for organizations tasked with mission success
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Leadership: As Servant

- Leadership
 - Realms
 - Time Phased Force Deployment Data (Logistical plan) TPFDDL
 - Corporate: subject matter expertise (Finance, Human Resources, and/or Logistics staff)
 - Military: Theater Joint Forces Staff (organized by specialties: J1 administration, J2 intelligence, J3 operations, J4 logistics, J5 plans, J6 communications/cyber security, J7 joint force development, J8 force structure)
 - Political: Congressional and Legislative Senior Staff, Executive-level senior staff, county, city, and special district subject matter experts, party consultants, coordinated campaign consultants, senior political staff
 - Focus:
 - Development of a coordinated plan for step-by-step mission advancement leading to success
 - Coordination of all available equipment, personnel, and resources
 - Cooperation of all available leadership towards shared objectives
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Leadership: As Servant

- Leadership

- Realms

- Tactics, Techniques, and Procedures

- Corporate Division/Branch Manager
 - Military: Unit Commander (Air: Wing to Squadron; Ground: Brigade to Battalion; Sea: Task Force to ship)
 - Political: Congressional, and Legislative Members, Agency division/office leaders, county, city, and special district leaders/senior managers, top-of-ticket and/or regional priority candidate campaign managers, senior candidate consultants

- Focus:

- Unit-level assignments associated with mission objectives outlined by command elements
 - Specific actions necessary to advance legislation, policy-implementation, and/or rules development
 - Targeted (measured) actions necessary for measurable outcomes aligned with strategic and operational planning
 - The mechanical aspects of accomplishing the mission with available equipment, personnel, and resources in real-time

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Leadership: As Servant

- Leadership
 - Realms
 - Situational leadership: Mission accomplishment through empowerment of team capacities in “real-time”
 - Expertise/Experience
 - Knowledge to execute
 - Knowledge to teach others to execute
 - Motivation/Passion
 - Commitment to mission
 - Commitment to team
 - Force-enablers (Grit)
 - Awareness of realities of situation – beyond visual spectrum *
 - Empowerment Factor (EF)
 - EQ (Especially important in post-mediated world)
 - Whatever-it-takes (force of will)
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Leadership: As Servant

- Leadership
 - Realms
 - Situational leadership: Mission accomplishment through empowerment of team capacities in “real-time”
 - Hershey, Blanchard research
 - Four-methodologies, based upon individual/group knowledge/skillsets and motivation/passion
 - S1 Low skill/Low motivation = (L1) Directing
 - S2 Low skill/High motivation = (L2) Coaching
 - S3 High skill/Low motivation = (L3) Investing/Negotiating
 - S4 High skill/High motivation = (L4) Delegating
 - Additional factors for consideration
 - Authority of the leader
 - Righteousness of the mission
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Leadership: As Servant

- Leadership
 - Realms
 - Situational leadership: Mission accomplishment through empowerment of team capacities in “real-time”
 - Efficacy in “situational leadership” is largely dependent upon ability to optimize “emotional intelligence” (EQ) within dynamic environments
 - EQ is often thought of a “secret ingredient” – it is growing field of research, demonstrated to be a significant factor in case-studies – Travis Bradberry and Jean Greaves
 - Four skills comprise EQ:
 - Personal competence
 - Self-awareness
 - Self-management
 - Social competence
 - Social awareness
 - Relationship management

Leadership: As Servant

- Leadership

- Realms

- Situational leadership: Mission accomplishment through empowerment of team capacities in “real-time”

- Follow on topics for discussion:

- How to measure knowledge and/or skillsets
 - How to measure motivation and/or passion
 - How to discern additional factors for consideration inherent to the precise situation
 - Steps for pre-mission “growth” of individuals within the team, of the team itself (mission specific scenario-based simulations)
 - Tools for accelerating “stage-progression” in a crisis-environment (permissive contracts)

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Leadership: As Servant

- Leadership
 - Realms – A Perspective
 - Few successful leaders in history have demonstrated superior results, skills, and/or talents within ALL realms
 - Most successful leaders excel in one (1) or two (2) realms
 - Many successful leaders struggle to demonstrate mastery in any one (1) realm
 - Leadership is an art as well as science, but neither in static terms – circumstances require leadership to be dynamic in form and function
 - Leadership remains an odyssey: a purposeful journey with known as well as unknown dangers, crisis reveals character and sharpens skillsets – successes open doors to new adventures
 - There is no terminal “mastery” of leadership; so long as a leader seeks to serve – leaders grow, learn, and strengthen their capacities – it is a calling of body, mind, and spirit

Leadership: As Servant

- Leadership
 - Models
 - The Philosopher – Identification of alternative realities (dreams) through rational, reasoned, and responsible arguments for whole-sale transformation
 - The Preacher – Shepherding the faithful through the transformation (navigating the rapids of change) from dreams into realities
 - The Revolutionary – Advocate for whole-sale replacement of existing realities with emergent ideals of realities (absent awareness or concern of transition costs or impacts)
 - The Steward – Implementer of transformation through daily, weekly, monthly, changes aligned with “conditions on the ground”

Leadership: As Servant

- Leadership

- Models

- The Philosopher – Identification of alternative realities (dreams) through rational, reasoned, and responsible arguments for whole-sale transformation
 - Philosophers are critical in the formation of dreams
 - Philosophers “force” communities to grapple with intractable, stubborn, and thorny consequences of human action
 - Philosophers use questions to discomfort the comfortable, to provide at least some comfort to the uncomfortable – the use of rationality to reveal exigencies is not a “small” power
 - Philosophers express a synthesis of principle and pragmatism: a synthesis that is simultaneously impossible and irreplaceable
 - Philosophers empower as well as enable the journey-quest for “why?”

Leadership: As Servant

- Leadership

- Models

- The Preacher – Shepherding the faithful through the transformation (navigating the rapids of change) from dreams into realities
 - Preachers “minister” to the needs of an organization
 - Preachers “minister” to the needs of the few (the leaders within an organization)
 - Preachers “minister” to the needs of the many (the committed followers within an organization)
 - Preachers “minister” to the needs of the most (the “watchers” within a group, those waiting for or seeking a connection to the unfolding changes)
 - Preachers “translate” the message into pragmatic terms for the daily, weekly, and monthly consumption of the communities of interest

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Leadership: As Servant

- Leadership

- Models

- The Revolutionary – Advocate for whole-sale replacement of existing realities with emergent ideals of realities (absent awareness or concern of transition costs or impacts)
 - The Revolutionary is NEVER satisfied with progress made
 - The Revolutionary does not accept the contradictory nature of the ideals espoused by the philosopher/s
 - The Revolutionary exists to maintain unceasing pressure upon leaders yielding structural/systemic power for sustained advancement of the agenda beyond rational boundaries
 - The Revolutionary is the necessary counterweight to the steward; whereas the steward is the “keeper” of the possible (change), the revolutionary is the “keeper” of the promise/s

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Leadership: As Servant

- Leadership

- Models

- The Steward – Implementer of transformation through daily, weekly, monthly, changes aligned with “conditions on the ground”
 - The Steward is the leader with structural/systemic power to implement the mission assigned
 - The Steward is responsible for transforming the vision into reality; is charged with meeting and/or exceeding the realistic and unrealistic expectations of those committed to the cause
 - The Steward is granted certain and specific maneuver space for a timely transformation from “then” into a “now” that can be demonstrated as progress: perhaps not the vision in full, but sufficient advancement of aspirations that the organization can accept the new reality as worthy of its price
 - The Steward is not, cannot be, a long-term role: aspirations given life through inspiration is the lifeblood of a dynamic leadership culture

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Leadership: As Servant

- Leadership
 - Styles
 - Autocratic
 - Traditional “top-down” organizational hierarchy
 - “Boss-centered” structure with leader holding authority and responsibility
 - One-way information flow
 - Directives from above often without background and/or rationale for implementation
 - Very little communication outside formal guidelines, protocols, and operating procedures

Leadership: As Servant

- Leadership
 - Styles
 - Democratic
 - Subordinates involved in decision-making as well as in policy development
 - Leaders retain “final” authority as well as responsibility for outcomes, but major tasks are delegated to members of the team
 - Communication is “two-way” pathway to/from leadership

Leadership: As Servant

- Leadership
 - Styles
 - Strategic
 - Leadership capable of filling the “gap” between the need for new possibility and the need to practicality by providing a prescriptive set of habits
 - Not limited to senior leadership, but yields certainty to an organization during times of significant change
 - “Strategic thinking” – global perspective of opportunities, risks, and transformational costs

Leadership: As Servant

- Leadership
 - Styles
 - Transformational
 - Change agent
 - Ask more of the organization, more from the team, than originally anticipated any participants
 - Statistically, transformational leaders tend to have more committed, more satisfied followers
 - Seeks to empower all around them
 - Builders are not generally successful “sustainers”

Leadership: As Servant

- Leadership
 - Styles
 - Team
 - Dependent upon a vivid description of the future – the direction for the team
 - Working with the “hearts” and “minds” of all teammates – facilitating team success
 - Team leadership requires extraordinary attention to the aspirations, needs, and wants of all team members

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Leadership: As Servant

- Leadership
 - Styles
 - Cross-cultural
 - Awareness of cultural, ethnic, racial, and socioeconomic realities
 - Competence in identifying, recognizing, understanding non-verbal and verbal cues associated with community ecosystem/s
 - Demonstrated capacities in bridging cultural distinctions – proven aptitudes in establishing cross-barrier relationships
 - Empathetic learner – willingness to “risk” reaching beyond comfort zones

Leadership: As Servant

- Leadership
 - Styles
 - Facilitative
 - Dependent variables
 - Group experience
 - Group knowledge
 - Group motivation
 - Leadership understanding of navigating group dynamics

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Leadership: As Servant

- Leadership
 - Styles
 - Laissez-faire
 - Authority is given to employees, subordinates allowed to work as they choose within minimum or no interference
 - “On your own” organizational realities
 - Statistically proven as the absolute least effective, least satisfactory style for all involved
 - Absent consequence (bad or good) as well as administrative oversight, employees learn dysfunction as normative behavior framework/corporate culture

Leadership: As Servant

- Leadership
 - Styles
 - Transactional
 - Often associated with sustaining status quo
 - Style focused upon an exchange process: followers receive immediate, tangible rewards for carrying out orders
 - Performance expectations are provided early, often
 - Quid pro quo – ALWAYS something for something else, never something for nothing
 - Shared rewards are contingent upon meeting outlined expectations, specified outcomes

Leadership: As Servant

- Leadership
 - Styles
 - Coaching
 - Teaching, training, skillsets development
 - Supervising individual and group efforts
 - Finding instruments for generating unity of purpose – in Tribal Leadership verbiage – finding the noble purpose to unite the tribe (critical link in unlocking synergetic capacities of group and individuals of the group)
 - Successful coaches find ways to empower, encourage, inspire, motivate, and unleash skills and talents for outcomes

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Leadership: As Servant

- Leadership
 - Styles
 - Charismatic
 - A charismatic leader manifests her/his revolutionary power
 - Ability to transform followers behaviors, attitudes, beliefs, and at times, even values
 - Leadership capable of transforming underlying normative orientation and structures related to specific perspectives
 - “Magic” generated through in-person interactions between the leader and the team, or tribe

Leadership: As Servant

- Leadership
 - Styles
 - Visionary
 - Leaders who recognize the necessity of inspiring people to implement methods, steps, and processes associated with meaningful progress
 - Capacity to describe in vivid terms a future of aspirational accomplishment that is grand in scope, compelling to all, just “the other side” of probable
 - Visionary leadership gains legitimacy with each transformation of a visionary element into a tangible reality

Leadership: As Servant

- Leadership
 - Traits
 - Characteristics of A Servant
 - Successful Leaders in History
 - Unsuccessful Leaders in History
 - Preparation

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Leadership: As Servant

- Leadership

- Traits

- Characteristics of A Servant

- I Corinthians 13: Patience, Kindness, Humility, Respectfulness, Selflessness, Forgiveness, Honesty, Commitment (love as charity, love as behaviors in pursuit of progress)
 - USAF: Integrity first, Service before Self, Excellence in All we do
 - USA: Loyalty, Duty, Respect, Selfless (service), Honor, Integrity, Personal courage (LDRSHIP)
 - A simple mathematical equation: Traits of a successful Servant = Traits of a successful Leader
 - Mission First, People Always – symbiosis of sacrifice, selflessness, and service to the team as well as the larger community – as form and function for mission accomplishment (as well as measurement)
 - Servant-leadership is based upon an understanding of “love” as action – manifest behaviors – leadership traits
 - James Hunter, The Servant
 - Laurie Beth Jones, Jesus, CEO

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Leadership: As Servant

- Leadership
 - Traits
 - Characteristics of A Servant
 - Character
 - A moral conscience
 - "I love those who can smile in trouble, who can gather strength from distress, and grow brave by reflection. 'Tis the business of little minds to shrink, but they whose heart is firm, and whose conscience approves their conduct, will pursue their principles unto death." - Leonardo de Vinci
 - "To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment." - Ralph Waldo Emerson
 - Wisdom
 - "We can be knowledgeable with other men's knowledge, but we can't be wise with other men's wisdom. That's because wisdom isn't a body of information. It's the moral quality of knowing what you don't know and figuring out a way to handle your ignorance, uncertainty, and limitation." – David Brooks
 - Servant
 - Service
 - Selflessness manifest for the good of people, or place: sacrifice is the currency of service
 - Humility
 - "Humility is the awareness that there's a lot you don't know and that a lot of what you think is distorted or wrong." – David Brooks

Leadership: As Servant

- Leadership

- Traits

- Successful Leaders in History

- Think of a successful leader (e.g. Alexander, Charlemagne, Churchill, FDR, Genghis Khan, Jesus Christ, Joan of Arc, Lincoln, Martin Luther, Mahatma Gandhi)
 - Write out what history tells us about how s/he:
 - Came into leadership
 - Identified the challenges of the time
 - Outlined a vision crafted to navigate those challenges
 - Recruited and sustained a team capable of making progress
 - Was “known” by the team at varying stages of the journey/s

Leadership: As Servant

- Leadership
 - Traits
 - Unsuccessful Leaders in History
 - Think of an Unsuccessful leader (e.g. Adolf Hitler, Czar Nicholas II, Josef Stalin, King John, King Edward II (England), King Herod, Mao, and Nero)
 - Write out what history tells us about how s/he:
 - Came into leadership – was accepted or unaccepted as legitimate – and why
 - Identified the challenges of the time
 - Outlined a vision crafted to navigate those challenges, or didn't
 - Recruited and sustained a team capable of making progress, and what happened to the team
 - Was "known" by the team at varying stages of the journey/s, and by the larger community as a result of the choices made by the leader during times of crisis/disaster/stress
 - What history has judged as the reasons this person was "unsuccessful" as a leader

Leadership: As Servant

- Leadership
 - Traits
 - Preparation – Covey's 7-Habits for Effective People
 - Independence
 - Be proactive
 - Begin with end in mind
 - Put first things, first
 - Interdependence
 - Think win-win
 - Seek first to understand, then to be understood
 - Synergize
 - Continuous improvement
 - Sharpen the saw
 - Know the WHY to become the WAY to WHAT
 - Leaders seek out perspectives to discern the meanings of things, successful leaders look beyond the normative explanations to determine the relationships between traditions, tribes – in pursuit of finding "ground truth" – a point from which to assemble teams, an origin for the journey towards progress

Leadership: As Servant

- Leadership
 - Vision
 - Purpose
 - Building a vision
 - Sharing a vision
 - Shepherding a vision
 - Stewarding a vision
 - Sustaining a vision

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Leadership: As Servant

- Leadership
 - Vision
 - Purpose
 - As Instrument
 - Form as function – a conceptual vessel for transport of ideas
 - As Ornament
 - Artifice of reaffirmation for cherished ideals
 - A fitting “next chapter” in the narrative of noble causes for human progress
 - As Statement of Values
 - A construction build with sufficient capacities to describe necessary actions, the legitimate reasons for taking those actions, and a values platform capable of supporting the aspirations (realistic as well as unrealistic) of people and place
 - An enduring vision requires a foundation anchored into the bedrock of community-held values – this foundation is necessary for surviving the harsh political tempests that come with seeking structural/systemic change

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Leadership: As Servant

- Leadership
 - Vision
 - Building a vision
 - Foundational Metaphors (Archetype)
 - Linkage to the familiar narrative: strategic imagery – optimizing, unleashing the power of language to “frame” the path of progress (aka the journey narrative)
 - Selecting a “Christmas Tree” for/with the family – use of language to sponsor empowerment of dreams to become shared inspiration for the individual as well as the community
 - Togetherness: a lasting vision must be personal – for all – the awesome power of “We”
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Leadership: As Servant

- Leadership
 - Vision
 - Sharing a vision
 - Planning – Visions must establish the direction, the measurements for progress, and a bridge between realities
 - Organizing – Visions must identify the major objectives as well as the participants engaged in the journey
 - Coordinating – Visions must be implemented in segments: eating the elephant one bite, one chew at a time
 - Directing – Visions must be discordant symphonies choreographed in real-time, for specific effect/s
 - Controlling – Visions must be crafted with structural as well as systemic flexibility for sufficient space for prudent maneuver

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Leadership: As Servant

- Leadership
 - Vision
 - Shepherding a vision
 - Visions are necessarily idealistic, impractical dreams; projections of the perfect advanced by people seeking impossible, irrational things
 - Visions must be earnestly kept vital – the heart of the idealist beats strong and pure
 - Visions can leverage the Home Court advantage of Inertia; they are counterforce/s to the human demand for continuity – the sad, tragic impact of stability – even when, especially when, stability is not tenable
 - Visions require care & feeding – just like all living things – shepherding a vision includes defense, nurturing, and at times, correction of attitudes/behaviors for its very survival
 - Visions are NOT plans: they are the poetry, the plan is the prose

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Leadership: As Servant

- Leadership
 - Vision
 - Stewarding a vision
 - The authority of the steward to adjust, modify, reframe a vision is critical for its enduring relevance
 - Stewards must balance the requirements of the near-term exigencies with the potential impact upon the far-term consequence
 - The tenure of a steward is necessarily brief – the role is ephemeral and must be – no steward can long endure the forces at play given the necessary contradictions at the heart of a meaningful, powerful vision
 - Successful stewards begin succession planning as soon as circumstances permit: the vision is greater than any – all – of the people committed to making it a vessel of necessary change in pursuit of progress

Leadership: As Servant

- Leadership
 - Vision
 - Sustaining a vision
 - It takes a community, a movement, to sustain a vision
 - Visions are larger than ourselves – all, any of us, alone
 - Visions are variables – dependent variables – dependent upon the energy, ideas, innovation, passions, and will of all engaged in its advocacy
 - Visions are often bound by circumstances but not defined by them; the world operates independent of our visions explain it – but our visions frame how we interact with the world
 - Visions must evolve as circumstances evolve, but meaningful visions rarely truly disappear – they more often are reframed in scale, shape, size, or temper
 - Visions give life to our “better” as well as our “worse” angels – the suspension of disbelief (direct or indirect) provide opportunities for transportation of “here” (lacking, troubled) to “there” (ideal, or nearly ideal)

Leadership: As Servant

- Leadership

- Vision

- Leaders with the ability to share a vision possess an awesome power:

- To empower a community through common cause in pursuit of meaningful progress
 - To identify the ideal in understandable words – sights, smells, sounds, tastes, touches – the feelings of human progress are not “self-evident” language must be used to illustrate the “promised lands”
 - To justify – through legitimate rational – the necessity of enduring the price of progress exacted through challenging the status quo and those who prosper from it
 - To motivate people into action – knowingly putting people and place into personal, political, and professional danger – in pursuit of something they may never profit from
 - Visionaries must accept the responsibilities of sharing a vision: it is a power that comes at great cost, it is a power that must be used ethically, fairly, justly, and it is a burden that successful leaders carry softly as well as quietly – but continually nonetheless – it is their price to pay

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Leadership: As Servant

- Leadership

- Advice for New leaders:

- Choose action or inaction wisely
 - Make teamwork a priority
 - Hold planning conversations – provide opportunities for team to “improve” the plan
 - Ensure that the plan is understood
 - Plan obsolescence – including your own
 - Create a people strategy
 - Learn from success – learn more from failure
 - Stretch your comfort zone – expand your team’s comfort zone
 - Confirm alignment – thoughtfully assess factors relating to any misalignments
 - Get comfortable with silence

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