

Fundamentals of Servant Leadership

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Our Time Together

- En La Resolana: A sunny spot protected from the wind
- Why Does Greenleaf's Work Remain Evergreen?
- Some Content

Credo

Best Test

Core Messages
Model

Elements

Above and
Below the Line

The power of
the story



[Dimensions of True Learning]

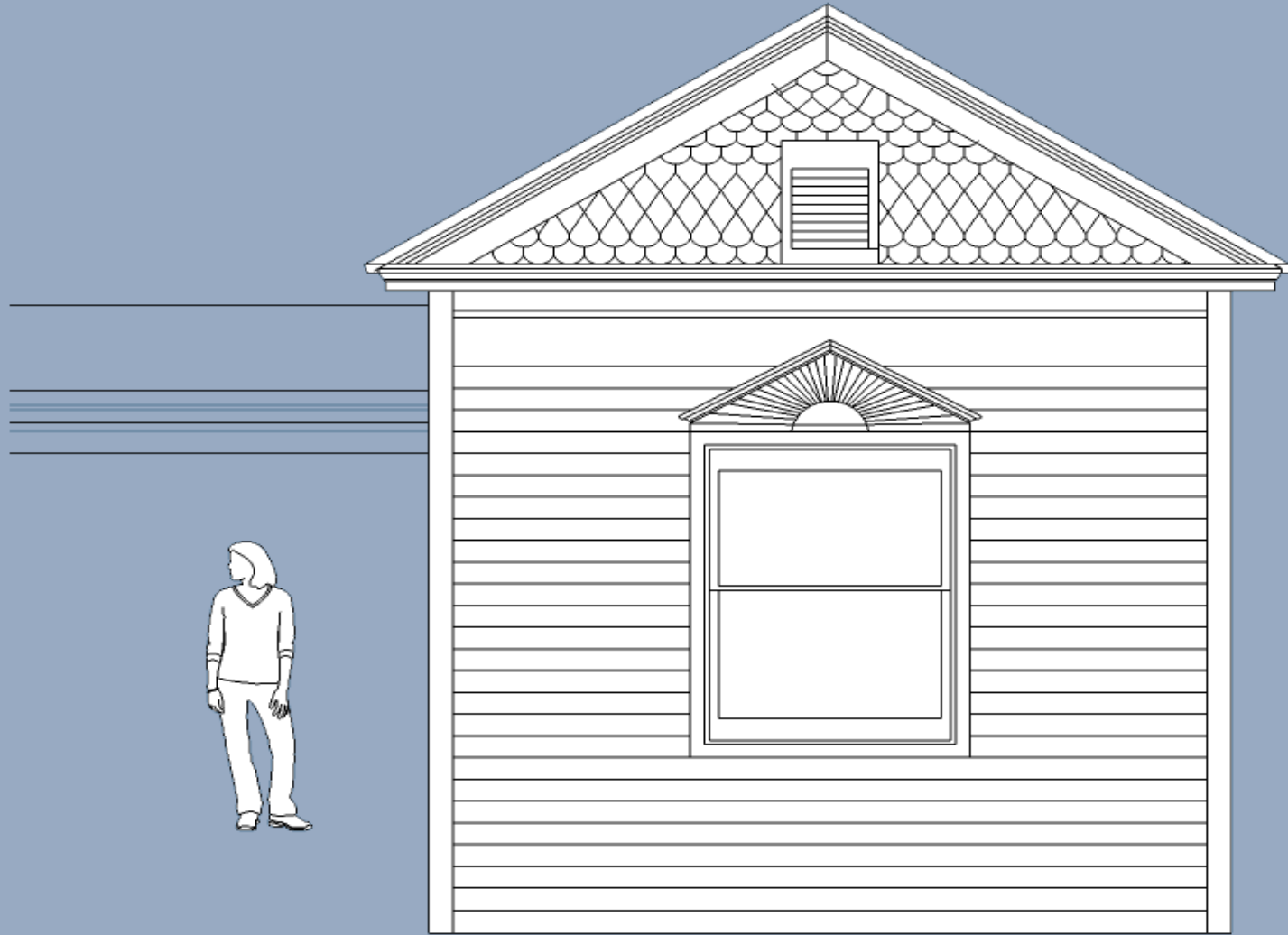
In my view of the world, there are people whom I would call spirit carriers...those servants (who) find the resources and make the intensive efforts to be an effective influence. This spirit is power, but only when the spirit carrier, the servant as nurturer of the human spirit, is a powerful and not a casual force.

-Robert K. Greenleaf

Hope isn't blind optimism. It's a sense of possibility—delight in the new and joy in creativity that characterizes our species.

Frances Lappe' Moore

Querencia



A Philosophy

- *Servant first*
- *Servant leaders evolve*
- *Guided by a process of*
 - *growth through experience*
- *Power is given by others*
- *Power used to create*
 - *opportunity and alternatives*
- *Servant leadership is organic*
- *Servant leaders are fully human*

Credo

“If a good society is to be built, one that is more just and more caring, and where the less able and more able serve one another with unlimited liability, then the best way is to raise the performance as servant of institutions, and sanction natural servants to serve and lead.”

-Robert K. Greenleaf

“The best test, though difficult to administer, is:

*Do those served grow as persons;
do they while being served,
become healthier, wiser, free, more
autonomous, more likely
themselves to become servants?
And, what is the effect on the least
privileged in society . . . ”*

-Robert K. Greenleaf
The Servant As Leader



INPUTS

We express unlimited liability for each other

Natural servants are asked to lead and choose to lead

Institutions become distinctive through raising their level of performance as servants

OUTPUTS

Do those served become healthier, wiser, freer, more autonomous, and more disposed to serve?

Do communities and institutions emerge that enlarge and liberate?

Does a good society evolve, one that is more just and caring, where the less able and more able serve each other?

[Elements of Servant-Leadership]

Inquiry (to search within)



Creative Positive Process



Analytical Refining Process



Decide (Latin; to murder alternatives)

[Working Above and Below the Line]

USING ABOVE AND BELOW THE LINE

Self	Institution	Community	Society
Know thyself Listen	Create purpose and meaning Listen	Be in la resolana Listen	Stand for justice Listen

Self	Institution	Community	Society
Develop skills Listen	Find best practices Listen	Practice your values Listen	Seek out many voices Listen

“When a community loses its memory, its members no longer know one another. How can they know one another if they have forgotten or have never learned one another’s stories? If they do not know one another’s stories, how can they know whether or not to trust one another? People who do not trust one another do not help one another, and moreover, they fear one another.

**Wendall Berry
From *What are People For?***

Ithaka by C.P. Cavafy (Selected lines from)

Hope the voyage is a long one.

May there be many a summer morning with what pleasure, what joy,
you come into harbors seen for the first time...

Keep Ithaka always in your mind.

Arriving there is what you are destined for,

But do not hurry the journey at all.

Better it lasts for years,

So you are old by the time you reach the island,

Wealthy with all you have gained along the way,

Not expecting Ithaka to make you rich...

Wise as you will have become, so full of experience,

you will have understood by then what these Ithakas mean.