Using your Strengths to become an effective Servant Leader

Dan Ryan-Principal
Who is Dan Ryan?

- Husband of one
- Father of two
- Friend of many
- Evolving leader
  - Recovering engineer
  - Engaged sports fan
  - Talent Acquisition & Talent Development

“We Speak Your Language”
Your goals for today

• What would you like to learn?
Leaders know themselves

- Good leaders know themselves well
- They listen to others and use feedback effectively
What are Strengths?

• **Superior resources and skills that can be drawn on to exploit opportunities and deal with threats**

• What are your strengths?  
  – How did you identify them?  
  – Have they changed—are they changing?
How can you identify strengths?

• Self reflection-Self assessment
  – Preference indicators
    • MBTI
    • DISC
  – Other assessment tools
    • TKI
    • Emotional Intelligence
    • StrengthsFinder
• Feedback from others
  – 360 assessment tools
Knowing yourself
Emotional Intelligence

- Self Awareness
- Self Management
- Social Awareness
- Relationship Management

EI is much more important than “standard” intelligence in the workplace.
StrengthsFinder 2.0

• Measures talent (not strengths)
• Talent only an ingredient of a true strength
  – Knowledge, skills, practice are amplifiers for natural talents
  – Without facts and skills, talent can go untapped

• Talent x Investment = Strength
Strengths Defined

\[ \text{Strength} = \text{Talent} + \text{Knowledge} + \text{Skills} \]

**TALENT**
Naturally recurring patterns of thought, feeling or behavior that can be productively applied

**SKILLS**
The steps of an activity; ‘How to’

**KNOWLEDGE**
Facts and lessons learned

“We Speak Your Language”
Golfing Example

**Talent** *(Naturally recurring patterns of thought, feeling or behavior that can be productively applied)*
- Age 2 began golfing
- Age 3 shot a 48 over nine holes
- Age 8 won Jr World Golf Championship

**Skill** *(The steps of an activity; ‘How to’)*

- **Tee Shot:** driver, tee, aim, hit
- **Putt:** aim, setup, stroke

**Knowledge** *(Facts and lessons learned)*

- **Fact:** boundaries on course
- **Principle:** one player at a time
- **Lesson:** wind causes the ball to drift

**Strength = Talent + Knowledge + Skills**
Uses for StrengthsFinder

• Individual Development
  – Career choices
  – Life choices
• Leader Development
  – Informal Coaching
  – Classroom training
• Team Development
  – Improve communication
  – Maximize contributions
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“We Speak Your Language”
What about this Leader’s Approach?

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What are your strengths?

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Group Discussion

• Choose two of the listed Talents/Strengths you feel describe you
  – Why did you choose them?
  – How did they become apparent to you?
  – How do you use them?

How do your strengths affect your leadership style?
Why Strengths?

• Easier to leverage strengths vs. fixing weaknesses-developmental challenges
• Positive vs. negative
• Research based
What is Servant Leadership?

- Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

Source: Robert K. Greenleaf Center for Servant Leadership
“The servant-leader is servant first… It begins with the natural feeling that one wants to serve, to serve first.”

“The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served.”

Servant Leadership—Robert K. Greenleaf
Modeling Servant Leadership?

- Two organizations using Servant Leadership
  - TD Industries
  - YUM! Brands
Firms using Servant Leadership principles?

• TD Industries:

• Ben Houston-Past President and Board Member
  – Mechanical Contractor; Professional Services firm
    • Began using Servant Leadership in 1972
    • Very involved with the Greenleaf Institute

• Key Points and Suggestions:
  – Servant Leadership is integrated throughout our development process
  – Not a “one time” thing
  – Always evolving
  – Start with a core group
Firms using Servant Leadership principles?

• YUM! Brands
• John Kurnick-CPO; US and India
  – We do not directly use the term Servant Leadership
  – We do use much of the same language
  – Initiated by CEO David Novak in 1997
  – Two key documents driving the process
    • How we Win together
    • YUM Dynasty
  – Need a strong culture first for this to take root
Servant Leadership

“We Speak Your Language”
Tying Servant Leadership to Strengths

• Servant leadership principles
  – Humility
  – Other-focused
  – Serving
  – Enabling
  – Building
  – Learning

• Comparable Strengths
  – Developer
  – Empathy
  – Learner
  – Maximizer
  – Responsibility
  – Input

“We Speak Your Language”
So What?

- Servant Leadership is not a program
- Servant Leadership is about culture and engagement

- Understanding your strengths as well as those around you will help with implementation as well as maintaining a Servant Leadership culture
Getting Started

• Commitment from senior leadership
• Education on Servant Leadership principles and practices

• Assessing Strengths of senior leadership
• Determining how to best leverage these strengths

“We Speak Your Language”
What next?

- Talent is only an ingredient of a true strength
  - Knowledge, skills, practice are amplifiers for natural talents
  - Without facts and skills, talent can go untapped

Talent x Investment = Strength
Tying this all together

- Servant Leadership requires planning and integration with business strategy
- Process, not program
- Business Strategy, then Leadership Strategy

“We Speak Your Language”
Steps to Success

• Understand the business strategy
• Engage and gain support of senior leadership
• Identify Strengths of key leaders
• Support the process!
Thank you!

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