

The following is a highlighted summary of the book,

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness 25th Anniversary Edition by Robert K. Greenleaf, Larry C. Spears and Stephen R. Covey

The statements below are key points of the book as determined by James Altfeld and have been made available at no charge to the user.

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Turns out I am his disciple.

“There is a new problem in our country. We are becoming a nation that is dominated by large institutions – churches, businesses, governments, labor unions, universities – and these big institutions are not serving us well. I hope that all of you will be concerned about this. Now you can do as I do, stand outside and criticize, bring pressure if you can write and argue about it. All of this may do some good. But nothing of substance will happen unless there are people inside these institutions who are able to (and want to) lead them into better performance for the public good. To the young, I encourage you to make careers inside these big institutions and become a force for good – from the inside.”

We are well on our way to becoming a completely administered society in which the weight of the bureaucracy rests on everyone. The question on the table is, what will the state of affairs be twenty to thirty years from now when the new generation will be in control and the current generation has moved on? I fear no improvement and possibly an even worse state due to my seeing NO preparation on the part of the new generation for

coping with or dealing with the growing bureaucratic tendencies. I see nothing going on that is preparing you to deal with these things any better than the current generation is.

The question is then, *Why does bureaucracy seem the inevitable fate of all institutions that grow old, large or respectable?* The answer seems to be: *Because young people do not affirmatively cultivate the lifestyle that will enable them to perform responsibly within the inevitable bureaucratic constrictions that will confront them on every side once they are launched on their careers.*"

Words to live by: Beauty, Momentaneity, Openness, Humor, Tolerance, Dream, Believe, Dare and Do.

Beauty in the sense of when we penetrate the unknown, open up new insights, and advance knowledge. Momentaneity as in being in the Now and accepting the day and what the day has dealt you. Openness to others and other ideas that starts with listening - a listening that begins with a genuine interest in hearing and understanding what it is others are telling you. Openness to the prophetic voices that are trying to speak to us all the time. (Saint Francis Quote: "*Lord, grant that I may seek not so much to be understood as to understand.*") Humor that springs from the heart not the head.

When Herman Hesse wrote JOURNEY TO THE EAST, he created a servant in the story named Leo. This was the first example of a Servant Leader, for in addition to being the servant, Leo was, without question, the true leader of the group, in spite of not having the title or authority. Leo was servant first because, deep down inside, that is what he was. Leadership can be bestowed. But for Leo, his servant nature was the real man, not bestowed, not assumed, and not to be taken away.

If one is SERVANT, either leader or follower, one is always searching, listening, expecting that a better wheel for these times is in the making. Servants are hopeful. Servants are trying to see clearly the world as it is and are listening carefully to prophetic voices that are speaking now.

The only authority deserving one's allegiance is that which is freely and knowingly granted by the led to the leader in response to and in proportion to, the clearly evident servant nature of the leader.

WHAT IS IT YOU ARE TRYING TO DO?

It is one of the most difficult questions to answer yet the easiest to ask.

Trying to build a company and in doing so, I am trying to build and develop my people, first.

If you are leading, you must have a goal. By clearly stating and articulating the goal, the leader gives certainty to the others who may have difficulty in achieving it for

themselves. The GOAL here is meant to excite, stimulate and challenge people. It should excite the imagination. Create pride.

“An educator may be rejected by students and must not object to this. But one may never, under any circumstances, regardless of what they do, reject a single student.”

The same holds true for your employees.

Great leaders have empathy and an unqualified acceptance of the persons of those who go with their leadership. Keeping in mind that acceptance requires a tolerance for imperfection. Anyone can lead perfect people, if there were any. The trick is to lift people up and to grow taller than they would otherwise be.

People grow taller when they are accepted for what they are, even though their performance may be judged critically in terms of what they are capable of doing. Leaders who empathize and who fully accept those who go with them on this basis are more likely to be trusted.

Foresight is the LEAD that leaders have. Once leaders lose this lead and events start to force their hand, they are leaders in name only. They are not leading but are reacting to immediate events, and they probably will not be leaders long.

A mob, angry with a prostitute, decided to challenge Jesus' leadership and threw her before him, asking why she should not be stoned to death for her sins. Jesus could have explained all the reasons why it is not right to kill another person and gone out of his way to try to reason with them. Instead, he simplified a very complex and tense situation by simply stating: *Let he who has not sinned cast the first stone.* Consider what a powerful statement that is. He never said not to stone her. He merely questioned who should have the right to stone her.

Such are the wondrous ways in which leaders do their work - when leaders know who they are and resolve to be their own persons and will accept making their way to their goal by one action at a time, with a lot of frustration along the way.

In *One Flew Over the Cuckoo's Nest*, we have Nurse Ratched, strong, able, dedicated, dominating, authority-ridden, manipulative, exploitative – the net effect of whose influence diminished other people, literally destroyed them. Pitted against her is McMurphy. A tough, gutter-bred patient, who not only builds people up, but makes both patients and the doctor in charge of the ward grow larger as persons, stronger, healthier – in an effort that eventually costs McMurphy his life. McMurphy WAS a servant leader.

The James Thurber Unicorn Fable:

A man wakes up to find a Unicorn in his garden. Runs into the house and awakens his wife to tell her about it. She tells him he's crazy. He goes back to the garden to see the Unicorn still there and notices the Unicorn's beauty and it's unbelievably gorgeous golden horn. He runs back up to his wife, awakens her again and tells her about the horn and the beauty of the Unicorn. She tells him to shut up and let her sleep. He heads back down to the garden to see the Unicorn eating a Lily. The man plucks a Lily and hand feeds it to the Unicorn. Runs back into the house to tell his wife he just fed a Lily to the Unicorn. Wife says there is no such thing as a Unicorn and that it is a mythical animal. He insists she is wrong. He returns to the garden only to find the Unicorn gone. The man, saddened by the fact that Unicorn had left, lays down in the garden and falls asleep in hopes of the Unicorn returning. In the mean time, his wife calls the head of the local insane asylum and the police and demands they come over. They do. She tells them her husband woke her up to tell her he'd seen a Unicorn. Cop and Shrink look at one another. Then she says he left and came back to tell her about the Unicorn's beauty and its gorgeous golden horn. Cop and shrink look at one another again. Then she tells them that her husband came back again to tell her that he'd fed the Unicorn a Lily. Cop and Shrink look at each other again, then get up, grab the woman and put her in a straight jacket. Just then, the husband appears and they ask him if he'd seen a Unicorn. He said, Of Course, Not. There is no such thing as a Unicorn. It's a mythical animal!!

Definition: The unicorn is a fabulous creature of good omen, and the symbol of longevity, grandeur, felicity, illustrious offspring, and wise administration. - The predominant characteristic of the Unicorn is its perfect goodwill, gentleness, and benevolence to all living creatures. - It is said to be the noblest form of animal creation, the emblem of perfect good. (From the *Encyclopedia of Chinese Symbolism and Art Motives* by C.A.S. Williams. Copyright 1960 by The Julian Press.)

May you awaken each day to find a Unicorn in your garden of life.

The role of top leadership in large American business is shifting away from that of the dominant decision-maker to that of manager of the information system. Leadership depends more upon the pull of the overarching goals plus building the competence and sustaining the autonomy of many decision-makers. All of this is supported by wide access to a common pool of reliable and comprehensive information.

Business exists as much to provide meaningful work to the person as it exists to provide a product or service to the customer. The work exists for the person as much as the person exists for the work.

With this as your mantra, the business then becomes a serving institution, serving both those who produce and those who use.

Q: What business are you in?

A: I am in the business of growing people. People who are stronger, healthier, more autonomous, more self-reliant, more competent. By the way, we also produce things that we sell at a profit. And we are really good at that, too!

Why are people in line waiting to work for a certain company? Because they want to work for a company that is in the business of growing their people. It is what distinguishes one company from another. How do you know it is distinguished? Because there is a line of young people waiting to get in! And then that company gets to select the BEST OF THE BEST to work for them. And once inside, they usually don't want to leave.

Reducing mediocrity is accomplished by replacing the less qualified with more able and honest serving people. It can be done. But first, we must commit to the concept of putting excellence in place of mediocrity. To do that, however, requires a commitment to growing your people.

The line that separates a large business from a small one might be drawn at that point where the business can no longer function well under the direct oversight of one individual. If the business has been built largely on one person's drive, imagination, taste and judgment, as yours seems to have been, it may be difficult to recognize what that point has been reached. The signals that would tell you may not be unmistakably clear. The most immediate risk in your present way of operating may be that you could not be replaced, if there should be need of that. Another risk is that the day-to-day demands of your leadership may become more taxing at a time when you may wish that they become less so. But the greatest risk may be that the company cannot grow and keep its present quality. I assume that you would like to minimize all of these risks.

The recommendation is for you to shift your personal effort toward *building an institution in which you become more the manager of a process that gets the job done and less the administrator of day-to-day operations.*

Look to your people and know who they are. Determine whether you should have hired them in the first place, only it is NOT your job to do that. Have a trusted person within your team do that but ensure the parameters are in place for making that determination.

Assume that work, all work, exists as much for the enrichment of the life of the worker as it does for the service of the one who pays for it. This does not mean that work will not be hard, demanding, and sometime frustrating. It is just that the workers' life goals (apart from making money) will be served by doing the work, and that is at least half the reason the work is there to be done.

Responsibility:

Responsibility is a difficult thing to talk about. Few of us think of ourselves as irresponsible; the admission would be too devastating. We do pretty well at rationalizing our own acts of commission and omission that bear on responsibility.

Responsible people have a sense of wonder in their hearts.

Responsible persons are the ones who, while recognizing the pervasive bureaucratic nature of the world in which they live and do their work, cultivate, as a conscious discipline, a lifestyle that favors their optimal performance as an anti-bureaucratic influence, over a life span of mature living. They bring their own unique meliorative influence to bear on the pervasive bureaucracy. As John Gardner put it, we do well at growing critics and experts, but we do not produce enough people for the responsible roles.

At the heart of every constructive action are responsible persons, those who reach out to engage with real-life issues where the going may be rough, lay out alternatives (invent some if necessary), assess their relative merits, choose one that accords with virtue and justice – with their own hearts – make the choice knowing they may be wrong and suffer for it, *and bear the risk bravely*. Unfortunately, at every level, we are short of such people. Too few prefer to be experts and critics instead of being exceptional. To be exceptional means adding responsibility to good motives and ability rather than settling for the ordinary.

It is not important that you make a lot of money, achieve high status, write books, or receive medals and honors. But it is important that the quality of your life be extraordinary and that you carry this quality into the work of the world, take on the bureaucracy with spirit, and accept the bumps, and as Harvey Cox says in *The Secular City*, you “may discover that, even in the age of organization, precisely he who loses his life gains it!”

Let me urge you then, while you are young and your lifestyle may still be formed by conscious choices, that you cultivate sensitivity to beauty, that you live in the moment to the full, that you be open to receive what those around you have to give, that you enjoy the delights of objectivity that only humor will bring, and that you be serene in that suffering without which you will not truly grow.

I encourage owners, presidents and CEOs of companies, that wherever they go within their organization, to talk about your company’s vision, its commitment to distribute power and authority so that people can genuinely feel they have real impact on the business from wherever they are; to talk about trust; about openness; about eliminating political game-playing and confronting difficult issues publicly rather than in back rooms.

I assure you that you will seldom, if ever, find anyone who says, “No, I’m not interested in that.”

So, why aren't there more and more institutions like this? The answer lies in the fact that it requires tremendous depth of commitment and a great deal of work to pull it off. Perhaps far too much for most companies to be willing to do.

Keep in mind that there is a basic difference between *change* and *learning*. Learning requires change. But change does not require learning. The heart of learning lies in the development of new capacities, a new level of ability to reliably produce a quality of result.

An Interview with David Packard:

A student doing research on leadership was interviewing David Packard and she asked him what his theory of leadership was. Mr. Packard looked at her but did not respond. She thought, perhaps, due to his, he was hard of hearing and did not hear the question. She asked again. This time he cocked his head, looked at her and sat silent. Finally, he said, "Well, I don't know. I don't think I have any theory of leadership. Bill Hewlett and I just always did the things we loved to do, and we were so happy that people wanted to join us."

It was because of their commitment to their vision combined with their absolute passion that people were drawn to them. True commitment and passion actually creates choice for others.

Management:

The institution shall be managed. Not people, but the Institution. That which get delegated to is called administration, not management.

Management

- Sets goals (Management manages the department)
 - Define the obligations of the department
 - Approve plans for reaching the goals
- Design the structure and what it will look like
 - Hire people
 - Assign duties
 - Assess the performance of
 - The department
 - People
 - Take appropriate action

- Administration (operates the department)
 - Planning
 - Organizing
 - Analysis
 - Support

- Leadership
 - Managers manage the department and lead the administrators
 - Administrators both administer and lead staff
 - Staff administer and sometime lead
 - Primary function is to perform the tasks and duties

As we continue to destroy and tear up the earth, keep in mind the motto of all ecologists:
Nature bats last! And she hasn't had her last time up to bat, yet.