

Leading to Serve...

**Learning about Servant
Leadership Principles**

Pi Beta Phi

What Kind of Chapter Do You Lead?

- Do you have a “happy” chapter? One with high morale?
- Do you have better than 90% attendance at chapter meetings?
- Do your new members feel like a part of the chapter? How about your seniors?
- Do your members have ownership in chapter leadership?
- Does the chapter see the “big picture”?
- Are all officers good role models?
- Does your chapter provide leadership in PH, on your campus & in your community?

In Pi Phi, why does leadership matter?

What Will We Learn Today?

- What is the “Leading to Serve” philosophy?
- Why do we prefer this philosophy over others?
- How do we apply it to our chapters?
- What are some characteristics of Servant Leadership?
- How do we practice Servant Leadership?
- What are the benefits of Servant Leadership?

Goals of the Servant Leadership Workshop

- Create a shared understanding of the philosophy of “leading to serve”
- Clarify expectations of chapter officers and explain how to model the servant leader behaviors
- Prepare and encourage you to integrate the servant leadership philosophy into your chapter

Today's workshop is focused on preparing you, as chapter officers and leaders, to be Servant Leadership role models ... to “lead to serve and serve to lead”.

Defining Servant Leadership:

- Leading in service before one leads as a leader.
- Working toward the greater good of the chapter.
- Understanding that the growth of members and development of leaders must come before one's own need for power and prestige.
- Encouraging a group approach as we strengthen Pi Beta Phi and improve our communities.

Servant leadership attempts to do two things:

1. Enhance the personal growth of individual members
2. Improve the quality, caring & success of the organization as a whole

Who Leads?

- WE ALL DO!
- Through service, everyone **can** and **should** lead
- Service creates influence which builds the authority that creates leaders



Why Servant Leadership?

Servant Leadership is the philosophy best suited to Pi Beta Phi. In fact, it is a cornerstone of our new collegiate programming, because:

1. It applies to everyone, not just officers
2. It is grounded in years of research with all types of organizations
3. Most importantly, it is well aligned to Pi Phi values: **integrity, honor and respect, lifelong commitment, personal and intellectual growth, philanthropic service to others, and sincere friendship**

Who Uses Servant Leadership in the Workplace?

- An ever-increasing number of companies are adopting the servant leadership approach as part of their corporate philosophy or as a basis for their mission statements.
- Companies that utilize servant leadership include Southwest Airlines (TX), Synovus Financial Corp. (GA), The Toro Co. (MN), Schneider Engineering Co. (Indianapolis), The Men's Wearhouse (Houston), and TDIndustries (Dallas).
- Southwest Airlines, Synovus, The Men's Wearhouse, and TDIndustries have appeared on *Fortune's* list of *The 100 Best Companies to Work for in America*. Southwest Airlines and Synovus have both been named #1 at least once.

Colleges & Universities Promote Servant Leadership

- **Recent years have seen significant growth in the program development and academic research focused on servant leadership.**
- **Below is a partial list of colleges & universities incorporating servant leadership in their curricular or student activity programs**

Butler University

Chicago State University

Columbus State University

East Tennessee State University

Emory University

Howard University

Idaho State University

Indiana State University

Iowa State University

McMurry University

Mississippi State University

Northern Arizona State University

Pepperdine University

Pfeiffer University

Rockhurst University

Samford University

Seton Hall University

Sterling College

Texas A&M University

The Ohio State University

University of Arizona

University of Buffalo

University of Colorado

University of Dayton

University of Delaware

University of Georgia

University of Guelph

University of Illinois

University of Louisiana

University of Maryland

University of Minnesota

University of Mississippi

University of Nebraska

University of North Texas

University of Richmond

University of South Florida

University of Tennessee

Wake Forest University

We are working to integrate Servant Leadership concepts throughout Pi Phi and will continue to build on this framework — it is the model we believe best exemplifies what Pi Phi leadership is all about.

What are the Ten Characteristics of Servant Leadership?

-----Robert Greenleaf, author of The Power of Servant Leadership

- **Listening** (and reflecting)
- **Empathy** — recognizing and accepting people for who they are
- **Healing** — ourselves and our relationships with others
- **Awareness** — self-awareness results in understanding issues
- **Persuasion** — relies on convincing, rather than coercion
- **Conceptualization** — being able to think beyond the everyday realities
- **Foresight** — allows us to understand the lessons of the past, recognize the realities of the present, and visualize the likely consequences of decisions we make for the future
- **Stewardship** — holding something in trust for others
- **Commitment to Growth of People** — nurture the growth of others
- **Building Community** — value people while building relationships

What are the Ten Characteristics of Servant Leadership?

.....James Hunter, author of The Servant

- Be honest, trustworthy
- Be a good role model
- Be caring
- Be committed
- Be a good listener
- Hold people accountable
- Treat people with respect
- Encourage others
- Have a positive, enthusiastic attitude
- Appreciate people

What are the Components of Servant Leadership?

- **Tasks**
- **Relationships**

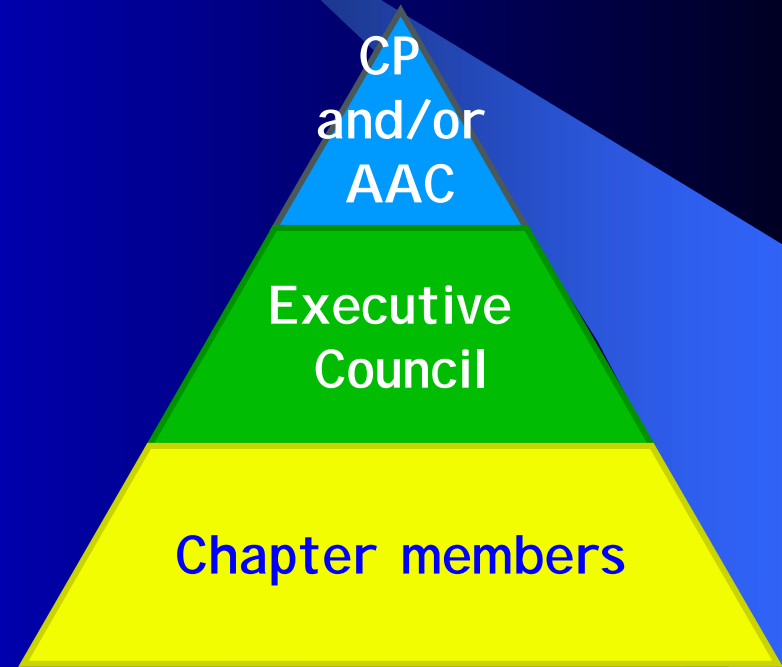
The key to leadership is *accomplishing the tasks at hand, while building relationships.*

Two keys to relationships:

- **Trust** — the glue that holds together all relationships
- **Listening** — it is the steady eye contact, the body language that we use to make the speaker feel valued.

How Do We Build Relationships as Exec/AAC/Chapter Members?

- *Do Exec and AAC run the show by themselves?*
- *Do they accept input from the chapter?*
- *Are chapter members valued?*
- *Is the chapter perceived as being secretive?*
- *If this pyramid is indicative of your chapter, let's see how we best build relationships ...*

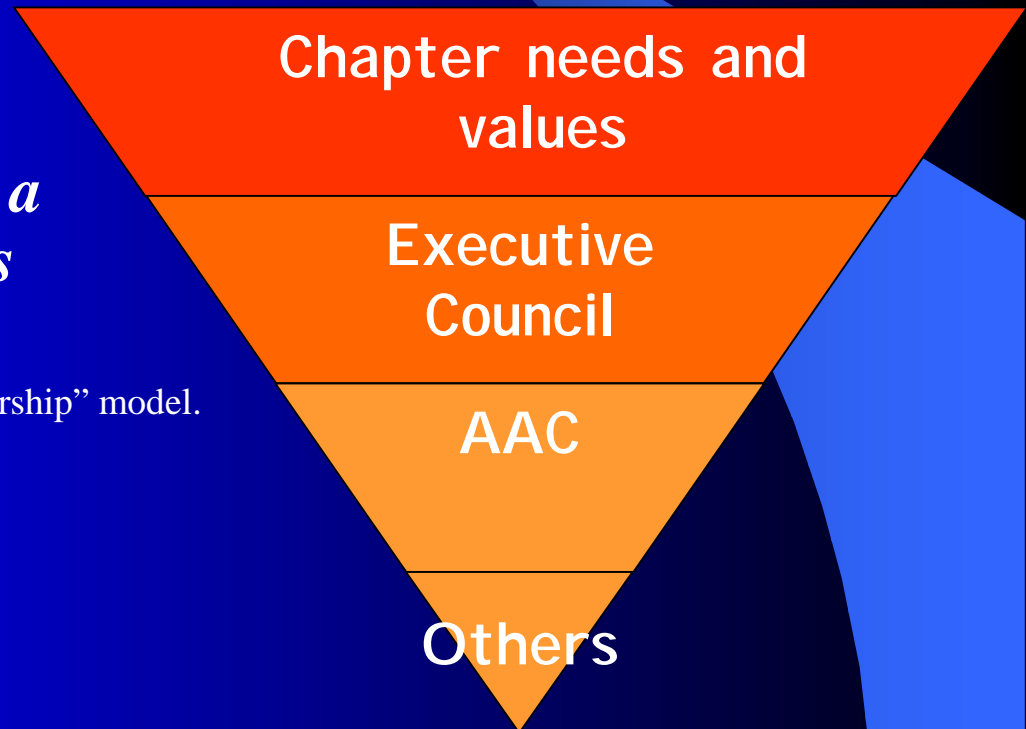


A traditional pyramid of relationships is pictured to the right. The top of the pyramid denotes the highest amount of power or authority. Those at the top are served first.

The Servant Leadership Model

- *Chapter works toward common goals with Exec and AAC*
- *AAC acts as advisory group*
- *Chapter members have the “big picture”*
- *The chapter is served as a whole, not as individuals*

The inverted pyramid denotes the “servant leadership” model. Again, those at the top are served first.



Influence, Power and Authority

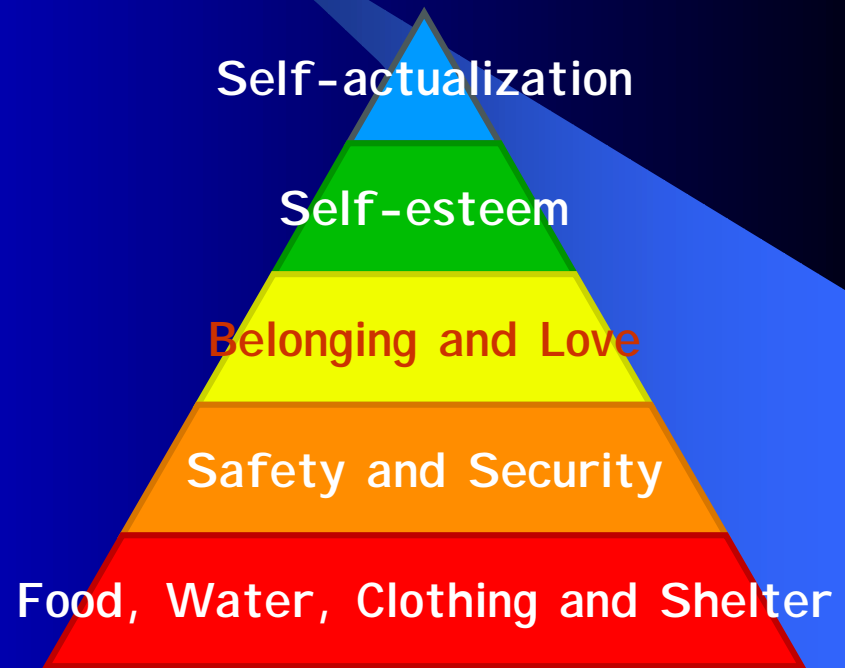
- Personal influence allows us to build **AUTHORITY** which enables us to get others to do what is necessary
- Leaders **INFLUENCE** people to meet the goals of the organization
- **POWER** induces people to do our will because of our position or might...using power is not necessary if we build authority through influence

Leadership “musts”:

- As leaders, we must be *facilitators*, not *obstacles*.
- As leaders, we must pay attention to our *responsibilities* as leaders, not our *rights* as leaders.
- As leaders, we must provide for the chapter’s *needs*, rather than *wants*.

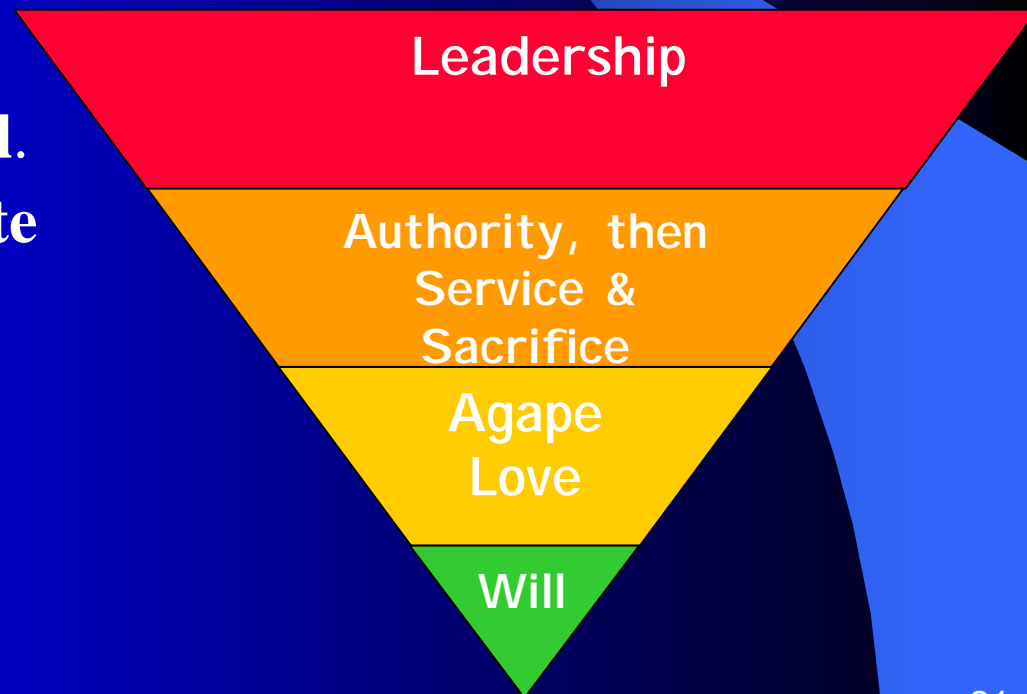
Maslow's Hierarchy of Personal Needs:

- Starting from the bottom, we observe our basic needs
- Once each has been met, we move to the next motivators, which appear on the next level of the pyramid.
- When self-actualized, we are the *best that we can be*



Hierarchy of Leadership Needs

- **Leadership** is built on **authority**.
- **Authority** is built on **influence, service and sacrifice**.
- **Service and sacrifice** is built on **agape love**
- **Agape love** is built on **will**.
- **Leadership is the ultimate goal, and it is attained through service.**



What's Love Got To Do With It?

Part One ...

- There are many types of love — we will focus on one, with a mention of another:

Agape love — Greek for unselfish, platonic love of one person for another; brotherly (or sisterly) love; acting in a charitable way toward others even when consideration to them may not be due; should be practiced daily.

.....and.....

What's Love Got To Do With It?

Part Two ...

- **Tough** love — “Greek” for “deal with it and take a stand”; also should be practiced daily.

This is the one of the hardest, yet one of the most important skills to learn. Remember, you are being proactive about the actions of others. They take the actions, you carry out the rules and bylaws upon which all have voted.

What's Love Got To Do With It?

Part Three ...

- Practicing **agape love** is a behavior of choice.
- **Praxis** is what occurs when feeling follows behavior.
- If you must “fake it to make it”, often the show of love and respect becomes easier over time toward those for whom we do not care.
- *Practice praxis. It pays.*

What's Love Got To Do With It?

Part Four ...

I don't necessarily have to like my leaders and associates; but as a leader I must love them. Love is loyalty, love is teamwork, love respects the dignity of the individual. This is the strength of any organization.

-----Vince Lombardi, legendary coach of the Green Bay Packers

Leadership Summary

- *Leadership* begins with the will.
- By willing ourselves to practice agape love, we can meet the needs of others through service and sacrifice.
- By practicing service and sacrifice, we build influence and authority.
- And ultimately, by building authority, we become *leaders*.

How Do We Demonstrate the Behaviors of Servant Leadership?

1. *Model good behavior*
2. *Hold chapter members accountable, including other exec members*
3. *Appreciate, encourage, and pay attention to chapter members — praise and motivate!*

How Do We Demonstrate the Behaviors of Servant Leadership?

4. *Actively listen* by turning off the “internal noise” of thinking ahead, and by being *fully present* with the speaker.
5. *Respect all people — treat one another as important people.*
6. *Meet the NEEDS, not the wants of others.*

How Do We Demonstrate the Behaviors of Servant Leadership?

- 7. Give up resentment when poorly treated.
Care enough to confront!*
- 8. Be honest.*
- 9. Be committed.*

Four Agreements of Don Miguel Ruiz: Additional Ways to Demonstrate Servant Leadership

- Be impeccable with your word
 - Don't take things personally
 - Don't make assumptions
 - Always do your best

Ground Your Leadership in Strong, Positive Personal Relationships ... Avoid Pitfalls

- ***POSITIVES***

Trustworthiness

Honesty

Appreciating Others

Recognizing Others

Being true to one's word

Being a good listener

Not repeating gossip

Civility: simple courtesies
such as "please" &
"thank you".

- ***NEGATIVES***

Unkindness

Discourteousness

Breaking promises

Breaking commitments

Backstabbing

Poor listening, cutting off
speakers

Arrogance

"Me" above "others"

Public humiliation of others

Relationships take time ...
they develop in their own
time, at their own speed.

Good relationships lead to a
high level of cooperation.

How can we ensure cooperation?

1. *Address inappropriate behavior.* It is the responsibility of a leader to do so.
2. *Discipline kindly, firmly, respectfully.*
3. Make chapter expectations clear, but understand that *the only behavior one can change is one's own.*
4. *If values are not respected, rules not followed, communicate the issues and have a plan for dealing with the behavior.*

If the leadership team is on the right path, the rest of the membership will follow.

Payoffs of Servant Leadership for Individuals

1. Builds influence and authority
2. Gives one's life a mission
3. Builds character and provides vision
4. Stimulates personal growth
5. Allows us to combine our beliefs and actions
6. Gives the opportunity to experience commitment and JOY

Payoffs of Servant Leadership for Chapters

1. Provides a vision and mission for the organization
2. Improves chapter morale
3. Serves the best interests of the chapter
4. Gives the organization the opportunity to build influence and create a legacy on the campus and in the community
5. Reflects Greek organizations in a positive light

How Do We Apply Servant Leadership in Our Chapters?

We utilize two primary mechanisms:

- “Members as Leaders” workshop - delivered by the CP as part of new collegiate programming; workshop agenda and script are provided for you
- Officer training - EXEC must be the role models of Servant Leadership ... it starts with you!

Let's Wrap It Up ... Where Do We Go from Here?

- Summarize the Leadership Training workshop in your convention report to the chapter.
- Have the nominating committee review the characteristics of a servant leader and put them to use when they choose your chapter leaders.
- Instill Pi Phi values and practice praxis.
- Prepare the “Members as Leaders” workshop.
- Prepare to educate your new executive council by utilizing a thorough training process (recommended outline for OT is available).
- **HAVE FUN!** Leadership can be habit-forming!

Shoot that golden arrow high
We've got values, we're Pi Phi!

ΠΒΦ

