

"The law of service: He who wishes to live long must serve, but he who wishes to rule does not live long." - Hesse, *"Journey to the East"*

10 Principles of Servant-Leadership

After carefully considering Greenleaf's original writings, Larry Spears, CEO of the Greenleaf Center has identified a set of 10 characteristics that he views as being critical to the development of servant-leaders. These 10 are by no means exhaustive. However, they serve to communicate the power and promise that this concept offers:

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1. Listening

Traditionally, leaders have been valued for their communication and decision making skills. Servant-leaders must reinforce these important skills by making a deep commitment to listening intently to others. Servant-leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being and said (and not said). Listening also encompasses getting in touch with one's inner voice, and seeking to understand what one's body, spirit, and mind are communicating.

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2. Empathy

Servant-leaders strive to understand and empathize with others. People need to be accepted and recognized for their special and unique spirit. One must assume the good intentions of coworkers and not reject them as people, even when forced to reject their behavior or performance.

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3. Healing

Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. In *"The Servant as Leader"*, Greenleaf writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have."

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4. Awareness

General awareness, and especially self-awareness, strengthens the servant-leader. Making a commitment to foster awareness can be scary--one never knows that one may discover! As Greenleaf observed, "Awareness is not a giver of solace - it's just the opposite. It disturbs. They are not seekers of solace. They have their own inner security."

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5. Persuasion

Servant-leaders rely on persuasion, rather than positional authority in making decisions. Servant-leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups.

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6. Conceptualization

Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. Servant-leaders must seek a delicate balance between conceptualization and day-to-day focus.

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7. Foresight

Foresight is a characteristic that enables servant-leaders to understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future. It is deeply rooted in the intuitive mind.

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8. Stewardship

Robert Greenleaf's view of all institutions was one in which CEO's, staff, directors, and trustees all play significance roles in holding their institutions in trust for the great good of society.

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9. Commitment to the Growth of People

Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, Servant-leaders are deeply committed to a personal, professional, and spiritual growth of each and every individual within the organization.

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10. Building Community

Servant-leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and caused a send of loss. Servant-leaders seek to identify a means for building community among those who work within a given institution.

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Source: <http://www.butler.edu/studentlife/hampton/principles.htm>