

Build Servant Leadership

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Exhibit behaviors that build trust and enable task teams to meet or exceed the parameters of their missions. To do this, organizational leaders must successfully sustain organizational purpose, participation, team-building, and resilience in an atmosphere of service to others. So, what specific behaviors foster trust?

Strive Toward Purpose

Learn stakeholder interests and values. (F. Edward Freeman, 1984)
Support a vision of the future and a sustainable organizational purpose. (Bennis and Nanus, 1985)
Develop SMART objectives: specific, measurable, attainable, results-oriented, and time-bounded. (Doran, 1981)
Create a task structure that engages participants with meaningful work. (Kanter, 1993)
Assure congruence between goals and routines. (Nadler-Tushman, 1980)
Audit routines and goal accomplishment. (Drucker, The Practice of Management, 1954)
Assertively take timely, thoughtful, reasonable risks to achieve goals. (Sun Tzu, Aristotle, Drucker)
Rely on knowledge and expertise to influence the actions of others. (Confucius, Socrates, Drucker)
Achieve sustainable, tangible results. (Drucker, The Effective Executive, 1967)
Compassionately walk the talk. (Sioux tradition, Mahatma Gandhi, Stephen Covey)

Engage All Participants

Provide timely feedback. (Aristotle, Nicomachean Ethics)
Create and assure policies that support caring. (Gilligan, Carol, 1982.)
Become visible to everyone who shares the organization. (Bennis, Warren, On Becoming a Leader, 1989)
Foster task team attitudes and practices in and between each functional task area. (Hackman, J.R., 1980)
Speak to stakeholder groups in regular, predictable ways. (Covey, 1989; Kotter, 1995)
Promote constructive dialogue on both task and professional issues. (Argyris/Schön, 1978; Senge, 1990)
Seek to understand before being understood. (Buddhism, Taoism, others, Covey, S., 1989)
Understand participant values, including cultural values. (Hall, Edward T., The Silent Language, 1959)
Do not use the word “but” in interactions, do not point at others, and avoid the word “I”. (Jung, C.G.)

Foster Team Spirit

Create a shared sense of organizational and community history. (Drucker, 1954)
Ensure a wide range of valid and reliable feedback. (Hersey/Blanchard, 1966)
Celebrate collaboration not competition, and promote synergy. (Greenleaf, Robert 1977)
After a mistake: accept and admit it, apologize, correct it, suffer in common, and pay heed in the future.
Show co-ownership of occasional mistakes made by team members while in the pursuit of excellence.
(Follett, Mary Parker, 1918, 1924; Wooden, John)
Be predictable, be consistent, and be authentic. (Henderson and Hoy, 1982)
Honor promises and assure that we do what we say we will do. (Confucius, Aristotle, Covey)
Operate from a win-win context in regard to problems and issues. (Fisher and Ury, 1981)
Express appreciation for acts of leadership. (Kouzes and Posner, The Leadership Challenge, 1988)
Recognize individual, team and organizational wins, including small ones. (Weick, Karl E., “Small wins: Redefining the Scale of Social Problems,” 1984)

Magnify Organizational Resilience

Identify opportunities for success. (Weick, Karl, 1984)
Build the strengths of self and others. (Greenleaf, 1970; Burns, James MacGregor, Leadership, 1978)
Encourage training for personal competence, confidence and vocational growth. (Maslow, 1943, Drucker)
Find the opportunity in change. (Lao Tzu, Heraclitus, Socrates, Plato, Lincoln, Carnegie, D.)
When fostering change, share visibly in the hardships of others. (Hesse, Greenleaf, Gandhi)
Actively deny a prognosis of doom with a positive, realistic vision of the future. (Seligman, M., 1990)
Display a patient attitude. (Sun Tzu, The Art of War; Machiavelli, N., The Prince)
Foster creativity. (Follett, Mary Parker, The Creative Experience, 1924)
Culture, celebrate and recognize excellence. (Confucius, Drucker, 1954)
Share your gratitudes. (Stoics, Greenleaf, Emerson)