

SERVANT LEADERSHIP AND THE SDA SCHOOL PRINCIPALSHIP

Breakout Session 375

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NAD 2012 Teacher's Convention

Nashville TN

SERVANT LEADERSHIP

AND THE SDA SCHOOL PRINCIPALSHIP

LEADERSHIP



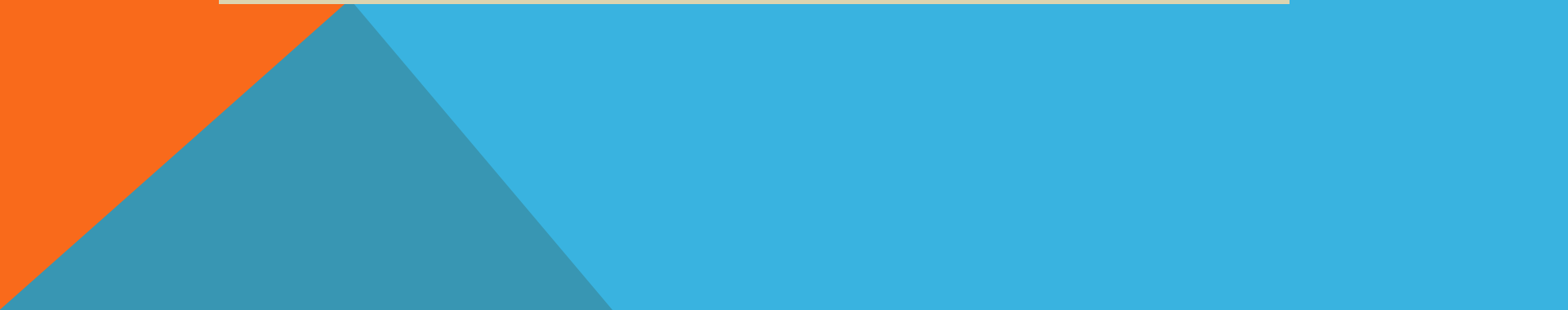
COURAGE UNDER FIRE....



**I wanted to run, but knew I was needed to stay to do
the right thing - Wallace**

SERVANT LEADERSHIP.....

- ❖ Is an understanding and practice of leadership that places the good of those led over the self-interest of the leader.
- ❖ Emphasizes – increased service to others, a holistic approach to work, a sense of community, shared decision making & spirituality in the workplace




SERVANT LEADERSHIP.....

❖ Promotes:

- ❖ the valuing and developing of people,
- ❖ the building of community,
- ❖ the practice of authenticity,
- ❖ the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization (Laub, 2005).

DESCRIPTION OF SERVANT LEADERS

- ❖ They seek not to be served, but to serve.
 - ❖ View leadership positions as opportunities to help, support, and aid other people.
 - ❖ Create a trusting work environment in which people are highly appreciated.
 - ❖ Listens to and encourages followers.
 - ❖ Visibly models appropriate behavior and functions as effective teachers
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Exemplify

Servant leadership

For even the Son of Man did not
come to be served, but to serve.....

Mark 10:45 (NIV)

DESCRIPTION OF SERVANT LEADERS

- ❖ Have a high degree of credibility because of their honesty, integrity, and competence.
 - ❖ Have a clear leadership vision and implement pioneering approaches to work.
 - ❖ Conscientious stewards of resources.
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DESCRIPTION OF SERVANT LEADERS

- ❖ Have good communication with followers and exercise ethical persuasion as a means of influence.
- ❖ Invite others to participate in carrying out their leadership vision.



DESCRIPTION OF SERVANT LEADERS

- ❖ Empower people by enabling them to perform at their best and by delegating decision-making responsibilities.
- ❖ Overall, servant leaders provide direction and guidance by assuming the role of attendant to humanity (Russell, 2001)


CHARACTERISTICS OF SERVANT LEADERSHIP



- ❖ Listening
- ❖ Empathy
- ❖ Healing
- ❖ Awareness
- ❖ Persuasion
- ❖ Conceptualization
- ❖ Foresight
- ❖ Stewardship
- ❖ Commitment to the growth of people
- ❖ Building community

- (Spears, 1999)

BUILDING COMMUNITY

- ✧ **If you love kids and are good with people, the rest will fall into place.**
 - ✧ **You build organizations that succeed by putting people first.**
 - ✧ **Success boils down to one thing: the relationships among the people that make up the organization.**
 - ✧ **A mature leader will automatically be engaged in empowering and equipping all of the human resources so all that energy can be integrated into a powerful force for positive change.**
 - ✧ **Spend time with your staff whether or not you think they like you.**
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CHARACTERISTICS OF SERVANT LEADERSHIP


LISTENING

- Listen to others, stop talking so much, begin taking notes, and really listen

FORESIGHT

- Servant leadership calls on each team member in an organization to think about the ethics and values that need to be in place

AWARENESS

- ✧ **A servant leader realizes that change has to begin with the leader. When the servant leader lets go, real change in the organization begins.**
 - ✧ **If you live by your core values and principles, your staff will always respect you, and sooner or later, will do the right thing in what is best for the school.**
 - ✧ **Leadership is not about pulling and controlling the sled. It is more about equipping it so you can let it go.**
 - ✧ **Culture – when I walk into a place, I know at once if I am among friends or strangers.**
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STEWARDSHIP

- Servant leadership is about being a shepherd not a gatekeeper.

EMPATHY

- Love your staff and pat them on the back for the faithful work they do.
- Your team needs you to get to know them, to laugh with them, cry with them, and care when they have experienced a loss. This will make you a principal with purpose

SERVANT LEADERSHIP IS CHARACTERIZED BY A CONSISTENT PATTERN OF:

- ❖ Persuasion over coercion
 - ❖ Sustaining spirit over ego
 - ❖ Foresight over control
 - ❖ Listening over directing
 - ❖ Healing over judgment
- 

A SERVANT INSTITUTION:

- ❖ Honors the acts of question and criticism
- ❖ Acknowledges and tends to the corrupting influence of power
- ❖ Makes explicit its aspirations to serve, and monitors both the accomplishments and attitudes of the served

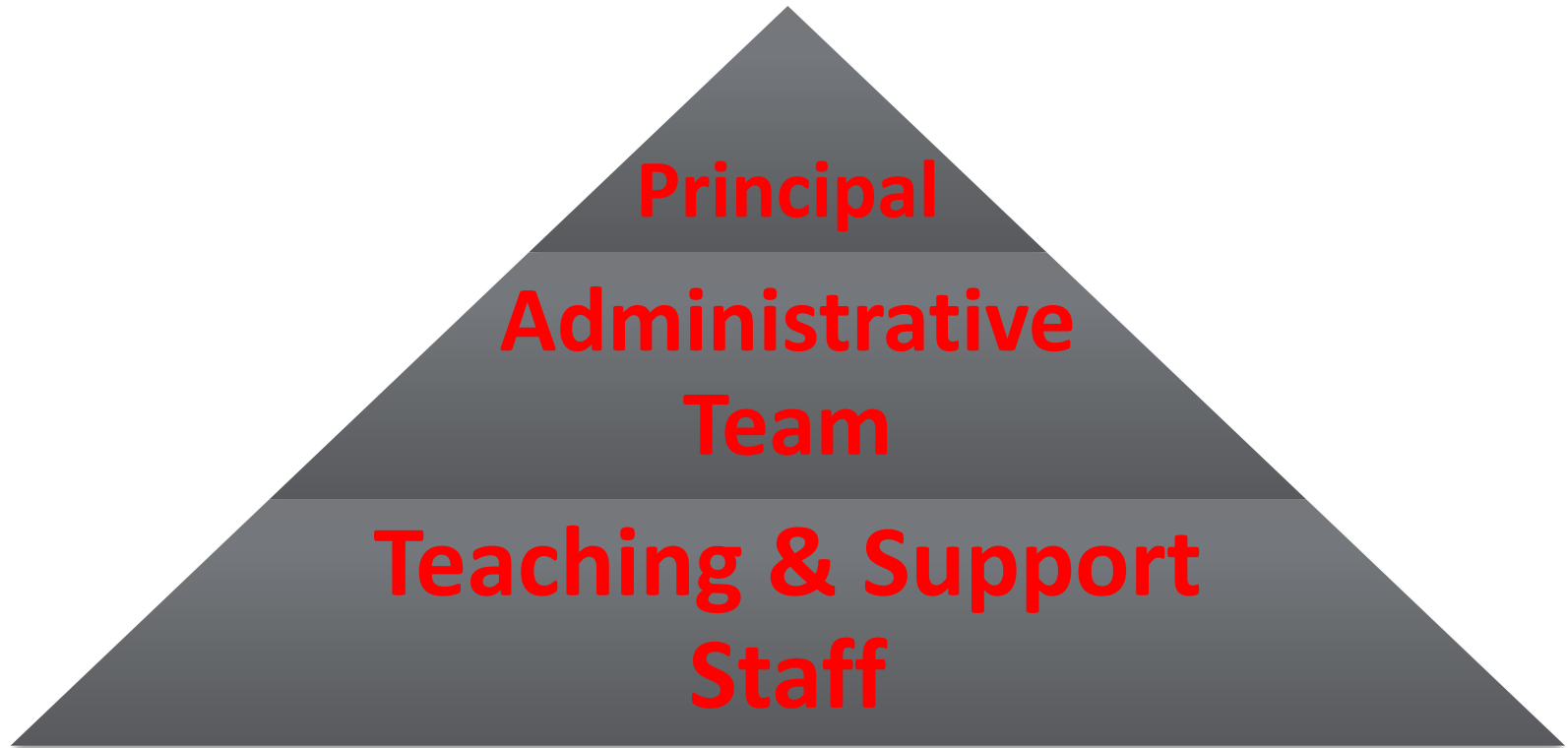
A SERVANT INSTITUTION:

- ❖ Balances the stability of good administration with the creativity of leadership
- ❖ Builds trust by performance and in the process rejects both blind trust and trust based on charisma (Greenleaf, 1996)

TRADITIONAL LEADERSHIP PYRAMID



TRADITIONAL SCHOOL LEADERSHIP PYRAMID



INVERTED PYRAMID OF SERVANT LEADERSHIP



THE INVERTED PYRAMID OF SERVANT LEADERSHIP



Teaching & Support Staff

**Administrative
Team**

Principal




APPLICATIONS




- The best leaders are so little about themselves, and so much about their people, one does not even know they are in the building, but their influence is in every room.


APPLICATIONS

- ✧ **Come to an agreement on vision and mission and make sure core values are aligned.**
 - ✧ **Every three months review and refine your plan to reach annual goals.**
 - ✧ **Live the vision, mission and core values. Schools without a well-planned and articulated vision and without a process in place to follow through and implement it - are in real trouble.**
- 


APPLICATIONS

- ✧ **Meet and talk out issues and follow three rules.**
 1. Be honest.
 2. Be gentle, with lots of grace.
 3. Listen so that you can understand other's perspectives.
 - ✧ **Make sure your school has an inspiring vision and goes after it – every day!**
 - ✧ **Stay away from sharing your opinion too much unless you know you really need to say it.**
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APPLICATIONS

- ✧ **It's about the people, not just the test scores and the data reports.**
 - ✧ **Don't take your work home with you.**
 - ✧ **Put your health above the school or organization.**
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APPLICATIONS

- ✧ **Take care of your mental, emotional, and spiritual well-being.**
 - ✧ **Get to know your staff one to one.**
Schedule time to talk to each one on one and listen.
 - ✧ **Put people first and let them know you value them and their ideas.**
- 


APPLICATIONS

- ✧ **Engage each staff person in honest self-assessment about where they are and where they want to be in the coming months.**
- ✧ **Do the right things at the right times for the right reasons and you will learn to let it go and not lose sleep over it.**


APPLICATIONS

- ✧ **Every staff member needs to be plugged into where he or she most benefits the school. Assign them where you need them most and then equip them with the training and resources so they will be successful with their new work.**


APPLICATIONS

- ✧ **Meet with your office staff once per month for a few hours.**
 - ✧ **Get comfortable with the concept of mentoring and coaching**
 - ✧ **Never rush anyone out of your office**
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APPLICATIONS

- ✧ **School business is a people business. You, the leader, are in the business of bridge building, not bridge burning.**
 - ✧ **The joy of the work is not in getting away from the people but being with the people and helping them whenever you can**
 - ✧ **Delegate**
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APPLICATIONS

- ✧ **During school hours remain focused on school**
 - ✧ **Keep the front office organized and presentable and be nice to people.**
 - ✧ **Know what is happening (be a presence in the hallway and classrooms) and provide instructional support to your teachers**
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APPLICATIONS

- ✧ **Walk through the halls first thing in the mornings, and just stop and visit in classrooms and spend time with kids.**
 - ✧ **Get your student's opinion about "their" school and their suggestions for school improvement, then work to implement some of their suggestions.**
 - ✧ **Do a midyear survey to get feedback from teachers, staff, parents, board and other stakeholders. Ask them what is going well, what needs more attention, and vision for the future.**
- 


APPLICATIONS

- ✧ **Be totally focused on students**
 - ✧ **Your teachers should be role models and mentors to your students, hold your teachers accountable**
 - ✧ **Hold all your teachers to a high standard. Support your strong teachers, work tirelessly with your weak teachers towards their improvement. If there is evidence that a teacher is unfit for the classroom then part ways with that teacher.**
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APPLICATIONS

- ✧ **Parental and student complaints about instruction at times have merit**
 - ✧ **Have lunch with your teachers and let them know you appreciate their faithfulness**
 - ✧ **Provide gentle guiding and model servant leadership**
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APPLICATIONS

- ✧ **Love and respect your staff**
 - ✧ **Find ways to show appreciation to volunteers who have given so much of themselves to the school over the years.**
 - ✧ **Go out with the kids at recess, play with them**
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APPLICATIONS

- ✧ **Make staff meetings meaningful**
 - ✧ **Create a learning culture among your staff (yes, yes ... I know they are the teachers)**
 - ✧ **Speak less and listen more, apologize whenever you need to (its not a sign of weakness)**
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APPLICATIONS

- ✧ **When hiring, go after the best teachers and provide all teachers with a mentor/instructional accountability partner, and get one for yourself!**
 - ✧ **Go home early more often, your spouse and kids are PRIORITY not your job!!!**
 - ✧ **Respect those giving you advice, and listen, but do not agree to anything that you know your staff and school is not ready for.**
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APPLICATIONS

- ✧ **Rest, renew & spend time with your family. Take time away from the office during breaks especially summer, Christmas & spring break.**
 - ✧ **Exercise more, eat healthy, sleep more, but more importantly take care of your relationship with GOD, then practice what you preach.**
 - ✧ **As far as possible do not obsess about work while at home**
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APPLICATIONS

- ✧ **Do less busy work in the office, instead be "out there" with your people several times during the day**
 - ✧ **Model instructional leadership by empowering and equipping every instructional staff member to do what they are trained to do. Hold all staff (including yourself) accountable with ongoing growth plans and professional development**
 - ✧ **Spend more time listening, supporting, coaching and shepherding.**
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APPLICATIONS

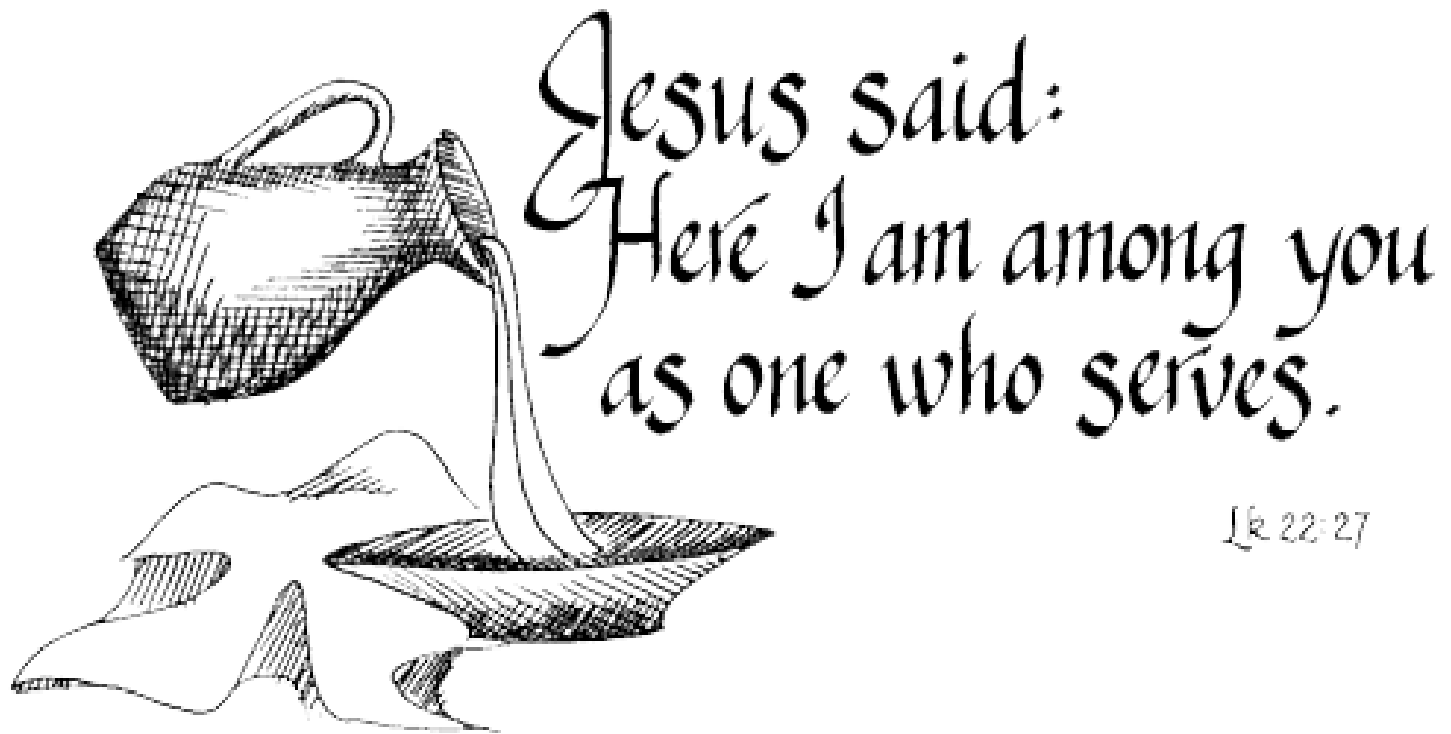
- ✧ **Be there both physically and emotionally for your people**
- ✧ **It should be so little about you and so much about your people. You must be your people's support network**

RESULTS OF RESEARCH

Ross (2006) surveyed principals, superintendents, and teachers in elementary and secondary schools in the North American Division school system and found that principals, superintendents, and teachers perceive a paternal style of leadership in the organization.

Bovee (2012) surveyed principals, superintendents, and teachers in K-12 and 9-12 schools with at least five teachers in the North American Division school system and found that principals, superintendents, and teachers as a whole perceive a paternal leadership style rather than a servant leadership style of leadership. However, principals and superintendents as a group perceive a servant leadership style of leadership in the organization.



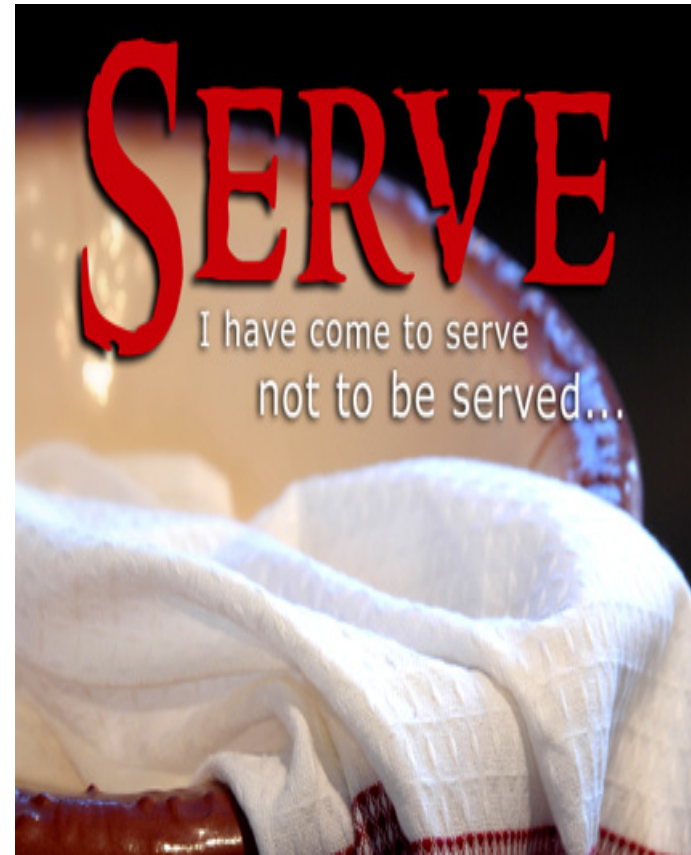


Jesus said:
Here I am among you
as one who serves.

Lk 22:27

MATHEW 20:26-28 NIV

“Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave – just as the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many.”



MATTHEW 23:11, 12



“The greatest among you will be your servant. For those who exalt themselves will be humbled, and those who humble themselves will be exalted.”


A close-up photograph of a ladybug with a red body and black spots, perched on a thin green stem. The background is a soft, out-of-focus green field.

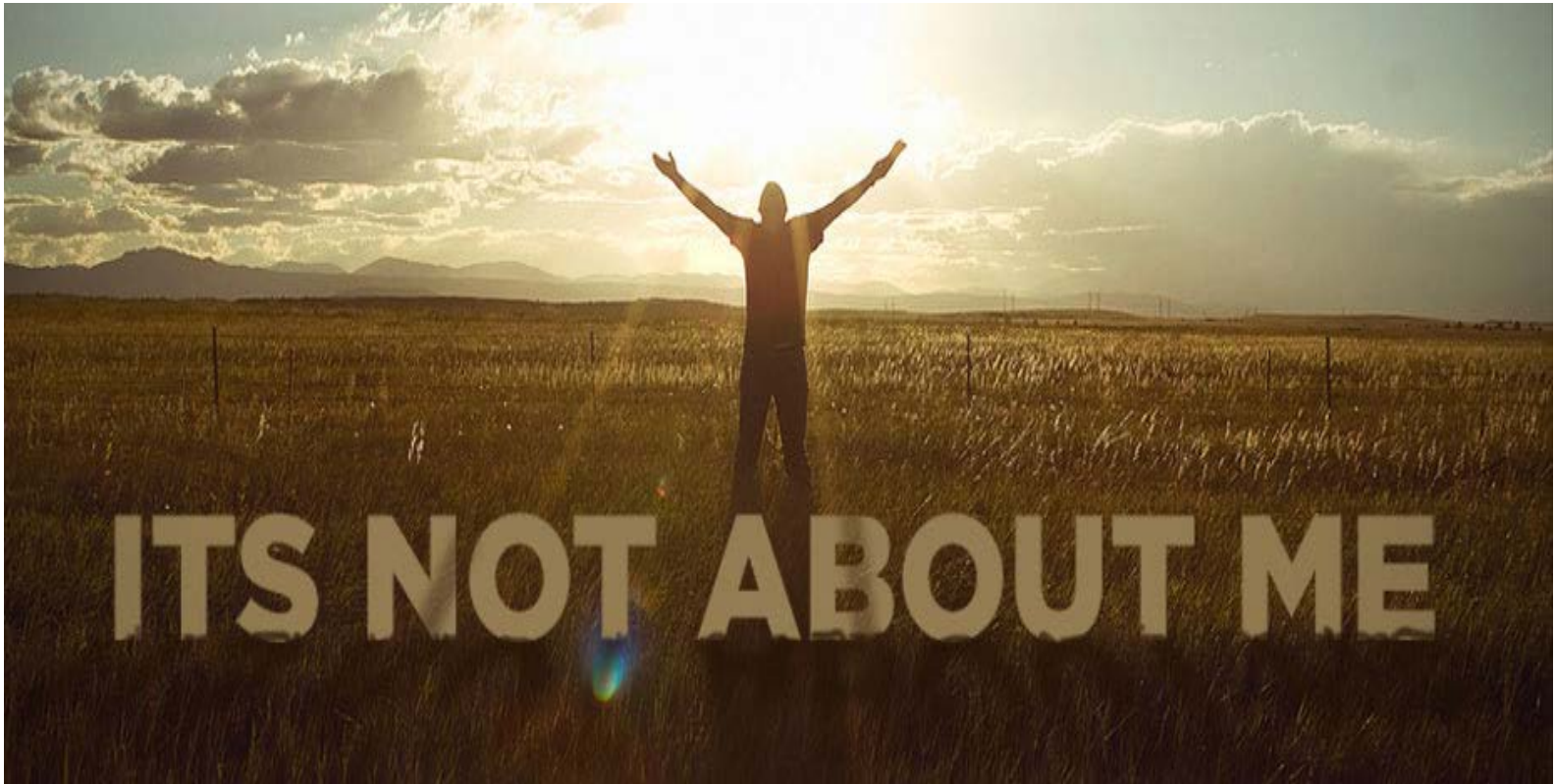
“If anyone wants to be first, he must be the very last, and the servant of all”.

Mark 9:35

PHILIPPIANS 2:1-5

“Therefore if you have any encouragement from being united with Christ, if any comfort from his love, if any common sharing in the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and of one mind. ***Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interest of the others.*** In your relationships with one another, have the same mindset as Christ Jesus . . .”





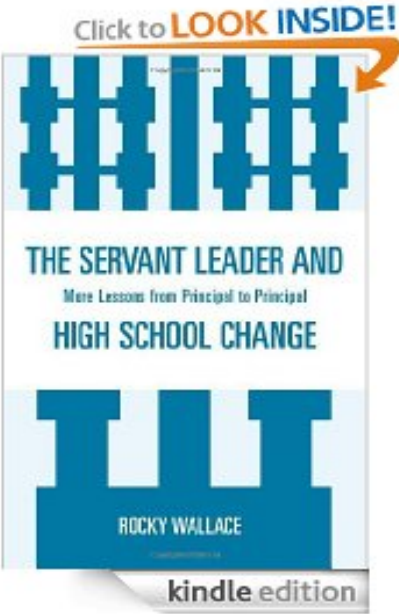
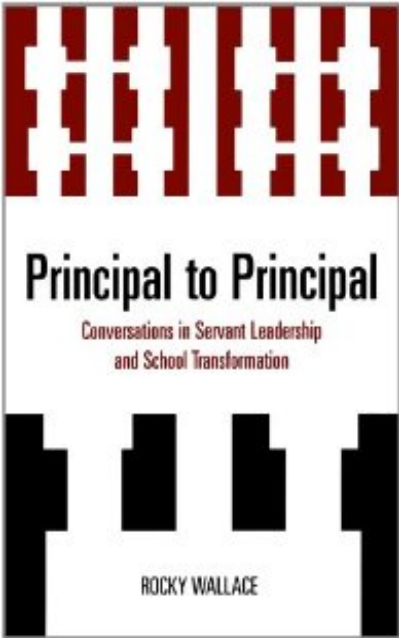
ITS NOT ABOUT ME



IN CLOSING

- Stand up for what is right and have the courage to advocate for those who can't advocate for themselves. This in a nutshell, is the essence of leading as a servant leader and not as a politician.

PRIMARY REFERENCES



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- Bovee, J. A., (2012) School Leadership Retention: A Study of Servant Leadership and School Leader Satisfaction, (Doctoral Dissertation Abstracts International)
- Ross, D.B., (2006) Perceptions the Evidence of a Servant Leadership Culture Among Educators in the P-12 School System of the North American Division of Seventh-day Adventists, (Doctoral Dissertation Abstracts International)