

## Developing Servant Leadership - District 16 Fall 2016 Conference

**Notebook:** Servant Leadership

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**Author:** Tracy Thomason

**URL:** [www.tracvthomason.com](http://www.tracvthomason.com)

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These notes are from the "Developing Servant Leadership" workshop at District 16 Toastmasters' Fall 2016 Conference in Lawton, Oklahoma, on November 18, 2016.

Facilitator: Tracy Thomason, DTM  
[tracy@tracythomason.com](mailto:tracy@tracythomason.com)

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### Skills We Identified as Lacking

- Compassion
- Listening
- Creating a Safe Environment
- Basic Leadership Skills
- Empathy
- Everyone Matters
- Maturity
- Humility
- Tact
- Understanding Commitment
- Choose Better Role Models (Not Coach D)
- Mentoring
- Positive Motivation Skills
- Team Building
- Lack of Direction
- Lead by Example
- Knowledge of how to Handle Relationship Change from Peer to Leadership
- Appreciation
- Team Maintenance
- Building Confidence
- Patience

## Ideas for Building Servant Leadership Skills in People

We took a few skills from the list above and discussed them.

### Compassion

- Don't forget where you came from.
  - Help potential leaders remember their path to leadership and help others find their own path.
- Have a town hall meeting to help leaders hear issues facing their teams.
- Hold one-on-one meetings with team members. Get to know them, understand them.
- Remove threats for change.
  - Create an open environment so people (leaders, team, etc) will feel safe with changes.

### Listening

- Minimize distractions when talking with team members.
  - Stop what you're doing. Turn off your phone. Turn off your computer monitor. Give them 100% of your attention.
  - If you can't give 100% of your attention, give them a time to come back when you can.
- Make the potential leader responsible/accountable.
  - Ask them to do check-in's (one-on-ones, etc) with people above them and below them in the organization.
- Paraphrase
  - When your team members tell you something, restate it (summarize) to show that you understand or so that the person can clarify
  - Peer-a-phrase - This is the word I thought I heard when paraphrase was said and I loved the idea of this. Rephrase as a peer. As a Scrum Master (Wikipedia link to Scrum and Scrum Master: [https://en.wikipedia.org/wiki/Scrum\\_\(software\\_development\)#Scrum\\_Master](https://en.wikipedia.org/wiki/Scrum_(software_development)#Scrum_Master)) for the last 6 years, I led as a peer.
- Take notes when you're having a conversation with a team member. It shows interest and helps you remember the things they said later. (see Evernote in Resources below)
- Model the behavior - If you want someone to change, you need to show them how they should act. Lead by example.
- Don't think about your response when someone is talking. Listen first. If you need to take a minute to process their words before responding, simply tell them so. But while they're talking, just listen.
- Suspend judgment
  - When someone is talking, watch their body language. Look for unspoken cues as to their mood.
  - Do away with your preconceived notions.
  - Listen & learn. Open yourself to ideas.
- Approach your team gently.
  - Use compassion (see **Compassion** above)
  - Discover their Language of Love (see link below in Resources)
- Have an action plan

- ◊ When you meet with someone, have an action plan with expected results.
- Use the Toastmasters evaluation technique
  - ◊ By design, it is compassionate.
  - ◊ It's also not a white wash.
  - ◊ I started have been using this years as my approach to annual review with team members.
  - ◊ Phrase things positively when giving feedback

## Empathy

- Ask them what makes them happy. Not everything that makes you happy will make others happy. Similar in nature to languages of love.
- Use your personal experiences
  - ◊ Don't say "I know exactly how you feel." You only know exactly how you feel.
  - ◊ You can say, "I think I understand how you feel." This is based upon your experience.
- Give the person ownership over team building.
  - ◊ Give them training in team building so they know how.
  - ◊ Lead the person to want to be good.
  - ◊ Show the person what is in it for them.
- Fear - address it quickly and often
- Insecurity in position
  - ◊ Show the potential leader that they have value to the team
  - ◊ Help the leader understand how to show others that they have value, too.
  - ◊ Explain the value that people provide at all levels.
  - ◊ Recognize leader (and leader should recognize team) for trying. For effort. Not necessarily only for successes. (see link below to Freakonomics podcast about Marine's recognizing people for effort)
- "Not all of us can do great things. But we can do small things with great love." ~ Mother Teresa

## Humility

- Admit your faults.
  - ◊ Others will do the same.
  - ◊ Then we are compassionate.
- "Humility is like underwear. It's something you need but you don't need to show it off all the time." ~ Dwight Yenser (in the front row)
- Keep in mind the generation that you're leading
  - ◊ Choose your communication style correctly
  - ◊ Work to build cross-generational relationships
- Humility is tightly connected to vulnerability.
  - ◊ Share with others that you are working on developing certain skills. This shows that you know you need to work on things (aka, you're humble and don't believe you're perfect.)
  - ◊ People respect the understanding of vulnerability.
  - ◊ Expressing a weakness (such as showing that you know you need to develop skills in an area) is actually a strength. Once you've recognized it, you're stronger and the fact that you're working on it (deliberately practicing it) makes you even stronger.
- Give hope to others. Show that you're human. Show empathy (see Empathy section above.)

## Confidence

- Initially confidence in anything is low.
  - It grows as you grow and learn.
  - When someone fails, lift them up.
- Teach leadership skills to the new leader you're training. Teach them to teach skills, too. Teaching builds confidence in both the student and the teacher.
- Teach other skills, too.
- Recognition and appreciation build confidence in others.

## Resources

- *The Servant as a Leader* by Robert K. Greenleaf
  - The classic. This is the photocopied book Charlie gave me.
  - <https://www.amazon.com/Servant-as-Leader-Robert-Greenleaf/dp/0982201222>
- *The Institution as Servant* by Robert K. Greenleaf
  - I believe that this book describes what Toastmasters is and should continue to be. Reading this elevated my pride in Toastmasters (and I'm already very proud of Toastmasters.)
  - <https://www.amazon.com/institution-as-servant-Robert-Greenleaf/dp/B0006WC6FY>
- *Trustees as Servants* by Robert K. Greenleaf
  - I believe this is an important book for our Toastmasters leaders. Club Officers, District Officers, International Directors, our VPs and President, and our on-staff leaders at World Headquarters. We entrust these people with the future of our organization. This is one of my favorite books in recent years.
  - <https://www.amazon.com/Trustees-as-Servants-Robert-Greenleaf/dp/0982201257/>
- *Start with Humility* by Merwyn Hayes and Michael Comer
  - A great book on humility's role in leadership and how it's a strength, not a weakness. Good references and comparisons to *Good to Great* by Jim Collins.
  - <https://www.amazon.com/Start-Humility-Merwyn-Hayes/dp/1944338004>
- *Seven Pillars of Servant Leadership* by James Sipe and Don Frick
  - I just finished reading this a week ago. It's fantastic. Not a roadmap or training program, but detailed listing of the things that servant leaders should be studying. I got so into reading it that I stopped taking notes. I will have to re-read it soon to complete my notes.
  - <https://www.amazon.com/Seven-Pillars-Servant-Leadership-Practicing/dp/0809149265>
- Evernote
  - I use this for taking notes all the time. I type them, I take photos on my phone. I take audio notes on my phone. I can share my notes (like I'm doing now with you.) There are free and paid versions.
  - Sign up here if you want: [https://evernote.com/upgrade/?tier=basic&origin=ebcc&offer=cl\\_tthomason](https://evernote.com/upgrade/?tier=basic&origin=ebcc&offer=cl_tthomason)
    - Note ... I do not get paid for this sign-up link. I'm an [Evernote Community Leader](#) (unpaid cheerleader and ambassador but they do give me a shout-out in the community forum anytime someone signs up under my link.)
- Languages of Love
  - Receiving Gifts, Quality Time, Words of Affirmation, Acts of Service (devotion,)

### Physical Touch

- [https://en.wikipedia.org/wiki/The\\_Five\\_Love\\_Languages](https://en.wikipedia.org/wiki/The_Five_Love_Languages)
  - This is geared more towards romantic relationships, but there is a version for the workplace: <https://www.amazon.com/Languages-Appreciation-Workplace-Organizations-Encouraging/dp/080246176X>
- Freakonomics podcast "How to be More Productive"
  - <http://freakonomics.com/podcast/how-to-be-more-productive/>
  - This is the podcast I mentioned where they talk about the Marine's not praising people for natural talents, but rather they praise those who put forth effort to grow and develop themselves.
- *Journey to the East* by Herman Hesse
  - According to his essay "Essentials of Servant Leadership," Robert Greenleaf's servant leadership philosophy developed after reading *Journey to the East*.
  - [https://en.wikipedia.org/wiki/Journey\\_to\\_the\\_East](https://en.wikipedia.org/wiki/Journey_to_the_East)
  - Ray Willis shared this with me shortly after our workshop.
- TED Talk on Listening
  - I enjoyed this and thought you might, too:
  - [https://www.ted.com/talks/ernesto\\_sirolli\\_want\\_to\\_help\\_someone\\_shut\\_up\\_and\\_listen](https://www.ted.com/talks/ernesto_sirolli_want_to_help_someone_shut_up_and_listen)