

Using your Strengths to become an effective Servant Leader



GREENLEAF CENTER FOR SERVANT LEADERSHIP

24TH ANNUAL
INTERNATIONAL CONFERENCE
connect. educate. inspire.

September 24-26 – Atlanta Georgia

Dan Ryan-Principal

Who is Dan Ryan?

- Husband of one
- Father of two
- Friend of many
- Evolving leader
 - Recovering engineer
 - Engaged sports fan
 - Talent Acquisition & Talent Development

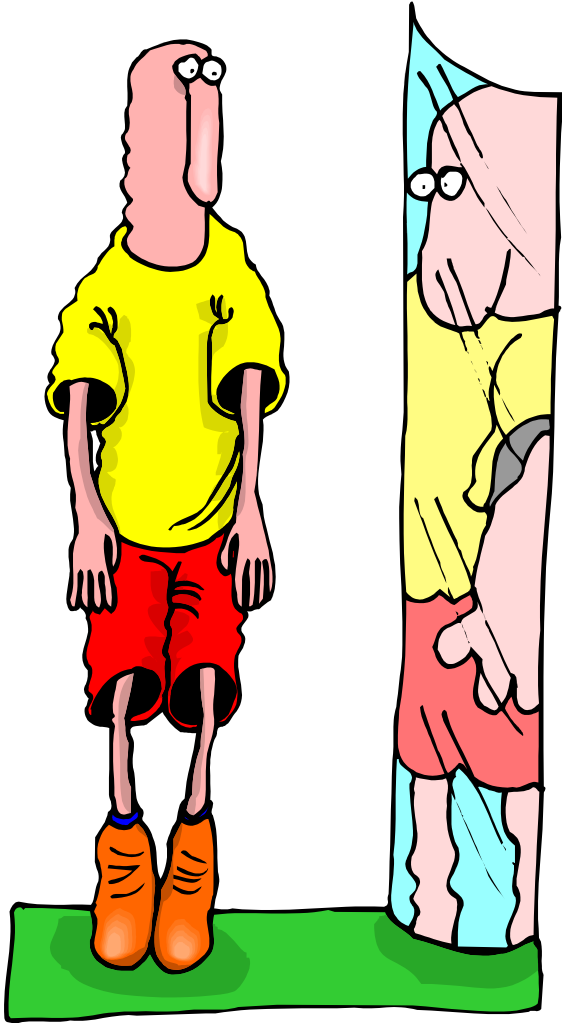


Your goals for today

- What would you like to learn?



Leaders know themselves



- Good leaders know themselves well
- They listen to others and use feedback effectively

What are Strengths?

- ***Superior resources and skills that can be drawn on to exploit opportunities and deal with threats***

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- What are your strengths?
 - How did you identify them?
 - Have they changed-are they changing?

How can you identify strengths?

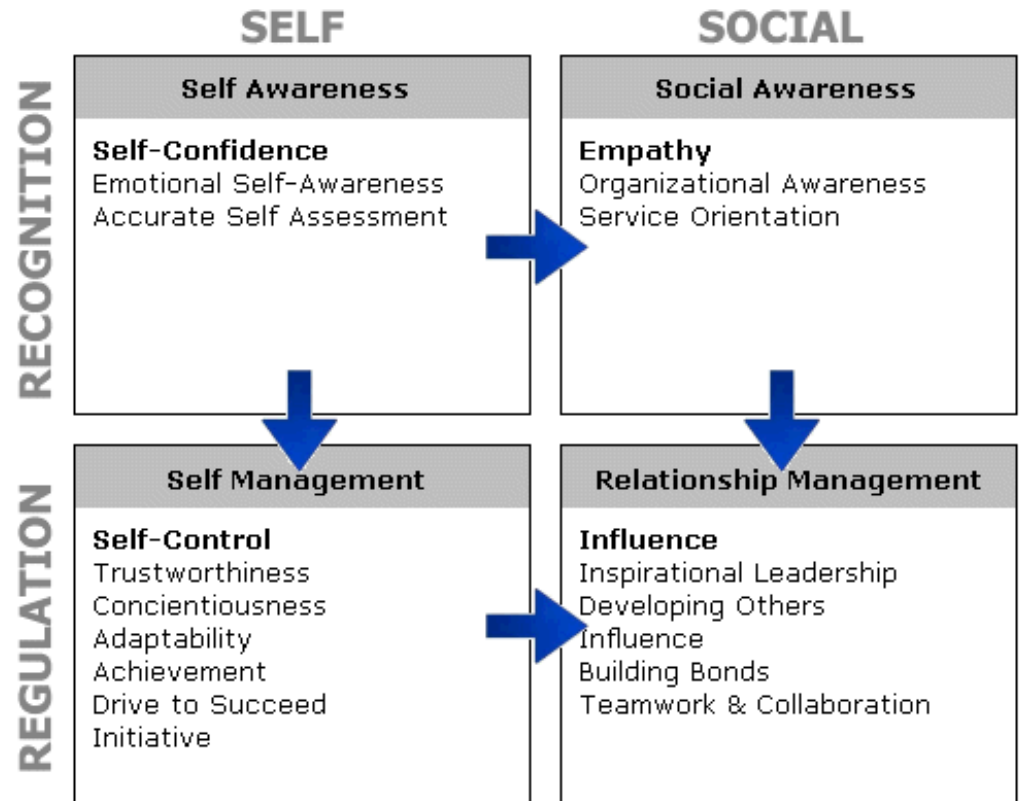
- Self reflection-Self assessment
 - Preference indicators
 - MBTI
 - DISC
 - Other assessment tools
 - TKI
 - Emotional Intelligence
 - StrengthsFinder
- Feedback from others
 - 360 assessment tools

Knowing yourself

Emotional Intelligence

- Self Awareness
- Self Management
- Social Awareness
- Relationship Management

EI is much more important than “standard” intelligence in the workplace.

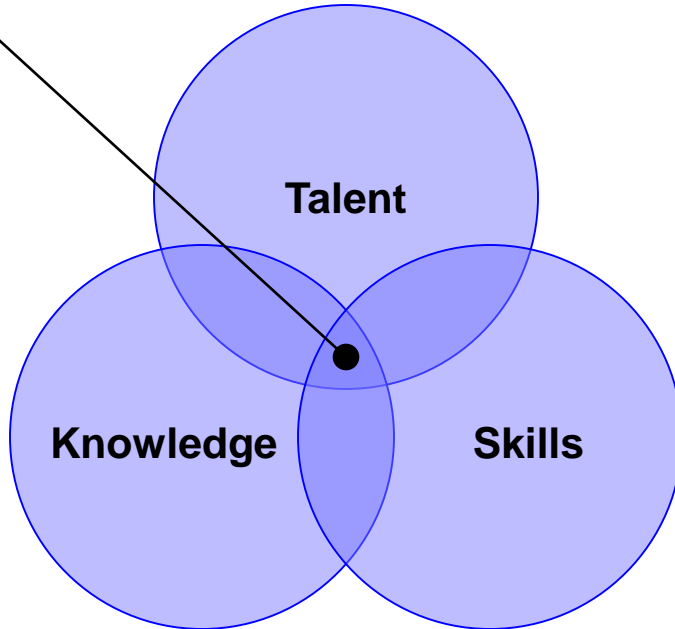


StrengthsFinder 2.0

- Measures talent (not strengths)
- Talent only an ingredient of a true strength
 - Knowledge, skills, practice are amplifiers for natural talents
 - Without facts and skills, talent can go untapped
- **Talent x Investment = Strength**

Strengths Defined

Strength = Talent + Knowledge + Skills



TALENT

Naturally recurring patterns of thought, feeling or behavior that can be productively applied

SKILLS

The steps of an activity; 'How to'

KNOWLEDGE

Facts and lessons learned

Golfing Example

Talent (*Naturally recurring patterns of thought, feeling or behavior that can be productively applied*)

- Age 2 began golfing
- Age 3 shot a 48 over nine holes
- Age 8 won Jr World Golf Championship

Skill (The steps of an activity; 'How to')

Tee Shot: driver, tee, aim, hit

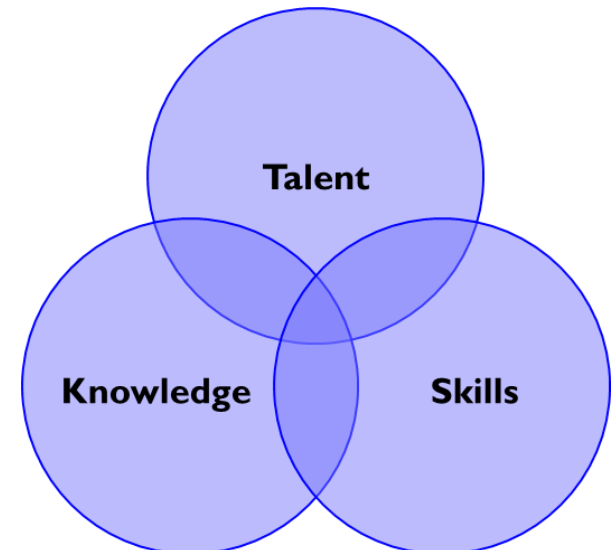
Putt: aim, setup, stroke

Knowledge (*Facts and lessons learned*)

Fact: boundaries on course

Principle: one player at a time

Lesson: wind causes the ball to drift



Uses for StrengthsFinder

- Individual Development
 - Career choices
 - Life choices
- Leader Development
 - Informal Coaching
 - Classroom training
- Team Development
 - Improve communication
 - Maximize contributions

34 Themes- 4 Leadership Domains

Executing	Influencing	Relationship Building	Strategic Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connectedness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

What about this Leader's Approach?

Executing	Influencing	Relationship Building	Strategic Thinking
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What are your strengths?

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Group Discussion

- Choose two of the listed Talents/Strengths you feel describe you
 - Why did you choose them?
 - How did they become apparent to you?
 - How do you use them?

How do your strengths affect your leadership style?

Why Strengths?

- Easier to leverage strengths vs. fixing weaknesses-developmental challenges
- Positive vs. negative
- Research based



What is Servant Leadership?

- *Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.*

Source: Robert K. Greenleaf Center for Servant Leadership

More on Servant Leadership

- “The servant-leader is **servant first**... It begins with the natural feeling that one wants to serve, to serve first.”
- “The difference manifests itself in the care taken by the servant-first to make sure that **other people’s highest priority needs** are being served.”

Servant Leadership-Robert K. Greenleaf

Modeling Servant Leadership?

- Two organizations using Servant Leadership
 - TD Industries
 - YUM! Brands

Firms using Servant Leadership principles?

- TD Industries:
- Ben Houston-Past President and Board Member
 - Mechanical Contractor; Professional Services firm
 - Began using Servant Leadership in 1972
 - Very involved with the Greenleaf Institute
 - Key Points and Suggestions:
 - Servant Leadership is integrated throughout our development process
 - Not a “one time” thing
 - Always evolving
 - Start with a core group

Firms using Servant Leadership principles?

- YUM! Brands
- John Kurnick-CPO; US and India
 - We do not directly use the term Servant Leadership
 - We do use much of the same language
 - Initiated by CEO David Novak in 1997
 - Two key documents driving the process
 - How we Win together
 - YUM Dynasty
 - Need a strong culture first for this to take root

Servant Leadership

“We Speak Your Language”

Tying Servant Leadership to Strengths

- Servant leadership principles

- Humility
- Other-focused
- Serving
- Enabling
- Building
- Learning

- Comparable Strengths

- Developer
- Empathy
- Learner
- Maximizer
- Responsibility
- Input

So What?

- Servant Leadership is not a program
- Servant Leadership is about culture and engagement
- ***Understanding your strengths as well as those around you will help with implementation as well as maintaining a Servant Leadership culture***

Getting Started

- Commitment from senior leadership
- Education on Servant Leadership principles and practices
- Assessing Strengths of senior leadership
- Determining how to best leverage these strengths



What next?

- Talent is only an ingredient of a true strength
 - Knowledge, skills, practice are amplifiers for natural talents
 - Without facts and skills, talent can go untapped

Talent x Investment = Strength

Tying this all together



- Servant Leadership requires planning and integration with business strategy
- Process, not program
- Business Strategy, then Leadership Strategy

Steps to Success

- Understand the business strategy
- Engage and gain support of senior leadership
- Identify Strengths of key leaders
- Support the process!





“We Speak Your Language”

Thank you!



Dan Ryan

Principal

615 202 0883 cell

615 656 3535 office

Dan@Ryansearch.net

<http://ryansearch.net>