



# LEADERSHIP DEVELOPMENT



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# INTRODUCTION

- NAME
- PRONOUNS
- AGENCY
- LOCATION
- IF YOU COULD HAVE ANY SUPERPOWER, WHAT WOULD IT BE AND WHY?

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**LEARNING OBJECTIVES:**

- UNDERSTANDING AND APPLICATION OF SERVANT LEADERSHIP VALUES & COMPETENCIES
- HOW TO DEVELOP SERVANT LEADERSHIP / EQ AMONG STAFF AND CLIENTS
- KNOW THE 7 ASPECTS OF RECOVERY LEADERSHIP

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**CREATING A COURAGEOUS SPACE**

- A COURAGEOUS SPACE ENCOURAGES DIALOGUE.
- RECOGNIZING DIFFERENCE AND HOLDING EACH PERSON ACCOUNTABLE TO DO THE WORK OF SHARING EXPERIENCES AND COMING TO NEW UNDERSTANDINGS - A FEAT THAT'S OFTEN HARD, AND TYPICALLY UNCOMFORTABLE.
- WHAT ELSE DO YOU NEED?

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**KEY TERM**  
**EMOTIONAL INTELLIGENCE**

- THE ABILITY TO HANDLE ONE'S PERSONAL EMOTIONS AND TO RECOGNIZE THE EMOTIONS OF OTHERS IS AN INTELLIGENCE THAT MANY BELIEVE EXTENDS AND OUTWEIGHS THE ABILITIES OF THE IQ  
(GOLEMAN, BOYATZIS AND MCKEE, 2002).
- "IT IS VERY IMPORTANT TO UNDERSTAND THAT EMOTIONAL INTELLIGENCE IS NOT THE OPPOSITE OF INTELLIGENCE. IT IS NOT THE TRIUMPH OF HEART OVER HEAD - IT IS THE UNIQUE INTERSECTION OF BOTH"  
(CARUSO, 2005, N.P.I.)

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**EQ SKILLS**  
 RAPIDLY REDUCE STRESS IN THE MOMENT  
 BEING ABLE TO QUICKLY CALM YOURSELF DOWN AND RELIEVE STRESS HELPS YOU STAY BALANCED, FOCUSED, AND IN CONTROL—NO MATTER WHAT CHALLENGES YOU FACE OR HOW STRESSFUL A SITUATION BECOMES.

1. REALIZE WHEN YOU'RE STRESSED
2. IDENTIFY YOUR STRESS RESPONSE
3. DISCOVER THE STRESS-BUSTING TECHNIQUES THAT WORK FOR YOU

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**EQ SKILLS**  
 BEAT RELATIONSHIP STRESS WITH EMOTIONAL AWARENESS  
 BEING ABLE TO CONNECT TO YOUR EMOTIONS—HAVING A MOMENT-TO-MOMENT AWARENESS OF YOUR EMOTIONS AND HOW THEY INFLUENCE YOUR THOUGHTS AND ACTIONS—IS THE KEY TO UNDERSTANDING YOURSELF AND REMAINING CALM AND FOCUSED ON TENSE SITUATIONS WITH OTHERS.

1. LEARN HOW TO CONNECT WITH YOUR ANGER, SADNESS, FEAR, AND JOY.
2. FEELINGS ARE ALWAYS THERE.
3. FEELINGS AREN'T FACT

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**EQ SKILLS**  
 NONVERBAL COMMUNICATION  
 OFTEN, WHAT YOU SAY IS LESS IMPORTANT THAN HOW YOU SAY IT.

PRACTICING NONVERBAL COMMUNICATION DEPENDS ON YOUR ABILITY TO:

1. MANAGE STRESS
2. RECOGNIZE YOUR OWN EMOTIONS
3. UNDERSTAND THE SIGNALS YOU'RE SENDING AND RECEIVING.

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**EQ SKILLS**

USE HUMOR AND PLAY TO DEAL WITH CHALLENGES - HUMOR, LAUGHTER, AND PLAY ARE NATURAL ANTIDOTES TO DIFFICULTIES; THEY LIGHTEN YOUR BURDENS AND HELP YOU KEEP THINGS IN PERSPECTIVE. A GOOD LAUGH REDUCES STRESS, ELEVATES MOOD, AND BRINGS YOUR NERVOUS SYSTEM BACK INTO BALANCE.

1. TAKE HARDSHIPS IN STRIDE.
2. SMOOTH OVER DIFFERENCES.
3. SIMULTANEOUSLY RELAX AND ENERGIZE.
4. BECOME MORE CREATIVE.

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**EQ SKILLS**

RESOLVE CONFLICT POSITIVELY - ONCE YOU KNOW HOW TO MANAGE STRESS, STAY EMOTIONALLY PRESENT AND AWARE, COMMUNICATE NONVERBALLY, AND USE HUMOR AND PLAY, YOU'LL BE BETTER EQUIPPED TO HANDLE EMOTIONALLY CHARGED SITUATIONS AND CATCH AND DEFUSE MANY ISSUES BEFORE THEY ESCALATE.

1. STAY FOCUSED IN THE PRESENT.
2. CHOOSE YOUR ARGUMENTS.
3. FORGIVE.
4. END CONFLICTS THAT CAN'T BE RESOLVED

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**EQ SKILLS**

- EQ REQUIRES MINDFULNESS AND A RELATIONSHIP WITH OUR EMOTIONS.
- THIS RELATIONSHIP IS NOT ONE OF PUSHING BAD EMOTIONS AWAY AND CLINGING TO GOOD ONES—THERE IS A SPECTRUM
- DUE THE COMPLEXITY OF BEING HUMAN, WE MAY HOLD SEVERAL EMOTIONS AT ONCE FOR THE MANY THINGS GOING ON IN OUR LIVES.
- EMOTIONS ARE INFORMATION. WE GET TO PICK UP THE INTERNAL PHONE TO SEE WHAT THEY ARE TRYING TO TELL US.
- OTHER THOUGHTS ON EQ?

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## SMALL GROUP

1. HOW DID YOU LEARN TO RECOGNIZE OR MANAGE YOUR EMOTIONS?
2. WHAT ABOUT LEARNING TO RECOGNIZE WHAT OTHER PEOPLE ARE FEELING AND GOING THROUGH?
3. IN YOUR JOB, HOW ARE EMOTIONS DEALT WITH?
4. WHAT WILL MAKE PRACTICING EQ SKILLS MOST CHALLENGING FOR YOU?
5. WHAT KIND OF A RELATIONSHIP DO YOU HAVE WITH YOUR EMOTIONS?

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## WANT TO HELP VIDEO

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## WANT TO HELP VIDEO SMALL GROUP DISCUSSIONS

1. WHAT STOOD FOR YOU IN THE VIDEO?
2. HOW MIGHT WE SHOW UP FOR OTHERS DIFFERENTLY?
3. WHAT DOES IT MEAN TO ASK FOLKS WHAT THEY NEED?

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## BOSS VS LEADER

IN SMALL GROUPS LIST CHARACTERISTICS OF A BOSS AND LEADER

ARE THERE DIFFERENCES?

HOW DO THESE TERMS MAKE YOU FEEL?

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IS YOUR "BOSS"?	IS YOUR "COLLEAGUE"?	MICROMANAGES	DELEGATES	USES PEOPLE	DEVELOPS PEOPLE	IMPERSONAL	COMPASSIONATE
FOCUSED ON PROCESS	FOCUS ON PEOPLE	SAYS "LET'S GO!"	SAYS "GO!"	INSPIRES FEAR	EARN'S RESPECT	SAYS "I"	SAYS "WE"
		THINKS SHORT TERM	THINKS LONG TERM	TAKES CREDIT	GIVES CREDIT		

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KEY TERM

## SERVANT LEADERSHIP

THE TERM 'SERVANT LEADER' WAS FIRST COINED BY ROBERT GREENLEAF IN A 1970 ESSAY, THE SERVANT AS LEADER. IN THIS ESSAY, GREENLEAF STATES THAT,

***"THE SERVANT-LEADER IS SERVANT FIRST... IT BEGINS WITH THE NATURAL FEELING THAT ONE WANTS TO SERVE FIRST. THEN CONSCIOUS CHOICE BRINGS ONE TO ASPIRE TO LEAD."***

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**SERVANT LEADERSHIP**  
 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.

**HOW DO YOU KNOW WHEN YOU ARE PRACTICING SERVANT LEADERSHIP?**

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**SERVANT LEADERSHIP**  
**HOW DO YOU KNOW WHEN YOU ARE PRACTICING SERVANT LEADERSHIP?**

THE BEST TEST, AND DIFFICULT TO ADMINISTER, IS:

- DO THOSE SERVED GROW AS PERSONS?
- DO THEY, *WHILE BEING SERVED*, BECOME HEALTHIER, WISER, FREER, MORE AUTONOMOUS, MORE LIKELY THEMSELVES TO BECOME SERVANTS?
- WHAT IS THE EFFECT ON THE LEAST PRIVILEGED IN SOCIETY?
- WILL THEY BENEFIT OR AT LEAST NOT BE FURTHER DEPRIVED?

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**SERVANT LEADERSHIP**  
**10 CHARACTERISTICS OF SERVANT LEADERSHIP:**

- LISTENING
- EMPATHY
- HEALING
- AWARENESS
- PERSUASION
- CONCEPTUALIZATION
- FORESIGHT
- STEWARDSHIP
- COMMITMENT TO THE GROWTH OF PEOPLE
- BUILDING COMMUNITY

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**SERVANT LEADERSHIP**  
**10 CHARACTERISTICS OF SERVANT LEADERSHIP**

- **LISTENING:** LEADERS HAVE TRADITIONALLY BEEN VALUED FOR THEIR COMMUNICATION AND DECISION-MAKING SKILLS
- **EMPATHY:** THE SERVANT-LEADER STRIVES TO UNDERSTAND AND EMPATHIZE WITH OTHERS. PEOPLE NEED TO BE ACCEPTED AND RECOGNIZED FOR THEIR SPECIAL AND UNIQUE SPIRITS.
- **HEALING:** THE HEALING OF RELATIONSHIPS 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 ONE'S RELATIONSHIP TO OTHERS.

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**SERVANT LEADERSHIP**  
**10 CHARACTERISTICS OF SERVANT LEADERSHIP**

- **AWARENESS:** GENERAL AWARENESS, AND ESPECIALLY SELF-AWARENESS, STRENGTHENS THE SERVANT-LEADER. AWARENESS HELPS ONE IN UNDERSTANDING ISSUES INVOLVING ETHICS, POWER AND VALUES.
- **PERSUASION:** ANOTHER CHARACTERISTIC OF SERVANT-LEADERS IS A RELIANCE ON PERSUASION, RATHER THAN ON ONE'S POSITIONAL AUTHORITY, IN MAKING DECISIONS WITHIN AN ORGANIZATION. THE SERVANT-LEADER SEEKS TO CONVINCHE OTHERS, RATHER THAN COERCE COMPLIANCE.

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**SERVANT LEADERSHIP**  
**10 CHARACTERISTICS OF SERVANT LEADERSHIP**

- **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.
- **FORESIGHT:** CLOSELY RELATED TO CONCEPTUALIZATION, THE ABILITY TO FORESEE THE LIKELY OUTCOME OF A SITUATION IS HARD TO DEFINE, BUT EASIER TO IDENTIFY. ONE KNOWS FORESIGHT WHEN ONE EXPERIENCES IT
- **STEWARDSHIP:** DEFINED AS "HOLDING SOMETHING IN TRUST FOR ANOTHER"

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## SERVANT LEADERSHIP

### 10 CHARACTERISTICS OF SERVANT LEADERSHIP

- **COMMITMENT TO THE GROWTH OF PEOPLE:** SERVANT-LEADERS BELIEVE THAT PEOPLE HAVE AN INTRINSIC VALUE BEYOND THEIR TANGIBLE CONTRIBUTIONS AS WORKERS. AS SUCH, THE SERVANT-LEADER IS DEEPLY COMMITTED TO THE GROWTH OF EACH AND EVERY INDIVIDUAL WITHIN HIS OR HER ORGANIZATION.
- **BUILDING COMMUNITY:** THE SERVANT-LEADER SENSES THAT MUCH HAS BEEN LOST IN RECENT HUMAN HISTORY AS A RESULT OF THE SHIFT FROM LOCAL COMMUNITIES TO LARGE INSTITUTIONS AS THE PRIMARY SHAPER OF HUMAN LIVES.

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## SMALL GROUP DISCUSSION

- OF THE 10 CHARACTERISTICS, WHAT ARE YOUR STRENGTHS AS A LEADER?
- WHAT ARE 3 AREAS YOU CAN IMPROVE?
- HOW DO YOU SERVE FIRST?

*SERVANT LEADERSHIP SEEKS TO INVOLVE OTHERS IN DECISION MAKING, IS STRONGLY BASED IN ETHICAL AND CARING BEHAVIOR, AND ENHANCES THE GROWTH OF WORKERS WHILE IMPROVING THE CARING AND QUALITY OF ORGANIZATIONAL LIFE.*

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SERVANT LEADERSHIP IS MORE THAN A "STYLE" OF LEADERSHIP. AS A WAY OF ENGAGING WITH THE WORLD, IT SUGGESTS A RADICAL ALTERNATIVE TO THE PREDOMINANT FORMS OF LEADERSHIP COMMONLY PRACTICED TODAY. IT INVOLVES VALUES AND BEHAVIORS THAT INCLUDE LISTENING, EMPATHY, HEALING, AND HUMILITY.

*Servant Leadership, Common Strength: Building Leaders, Transforming Recovery - Tom Hill 2005*

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**7 PRINCIPALS TO RECOVERY LEADERSHIP**

1. ABANDON OLD TERMS: ABUSE, SELF-HELP, UNTREATED ALCOHOLIC/ADDICT/GAMBLER,
2. DEVELOP RECOVERY CAPITAL IN YOUR COMMUNITY
3. INVITE THE RECOVERY COMMUNITY TO THE TABLE
4. BEING AN ALLY IS AN ONGOING PROCESS, NOT AN IDENTITY
5. RECOGNIZE THE INTERSECTIONALITY OF ALL SOCIAL JUSTICE MOVEMENTS (WHAT IS THE EFFECT ON THE LEAST PRIVILEGED IN SOCIETY?)
6. PARTNER/COLLABORATE WITH RECOVERY COMMUNITY CENTERS AND ORGANIZATIONS
7. ASK THE COMMUNITY WHAT THEY NEED, NOT HOW THEY CAN BENEFIT FROM YOUR SERVICES.

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*“SOCIAL CHANGE IS A MILLION INDIVIDUAL ACTS OF KINDNESS. CULTURAL CHANGE IS A MILLION SUBVERSIVE ACTS OF RESISTANCE.”*

- MARY PIPHER

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