Influence of Leaders & Servant Leadership

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Agenda

The Influence of Leaders
- Social Influence
- How Leaders Use Influence
- Awareness

Servant Leadership
- 9 Qualities of a Servant Leader
- Discussion
Influence of Leaders
Influence: When a person's emotions, opinions, or behaviors are affected by others.

- Exhibited as peer pressure, socialization, conformity, obedience, and persuasion.

- An important asset for leaders – use it wisely.
Social Influence

3 broad varieties:

- **Compliance**: Behaving the way others expect us to, whether we agree with doing so or not.

- **Identification**: Behaving according to what we think is valued by those who are well-liked and respected. Status is a key aspect of identification.

- **Internalization**: Accepting, either explicitly or privately, a belief or set of values that leads to behavior that reflects those values.
How Leaders Use Influence

In the workplace culture, some individuals are more influential than others.

- Management is watched more closely and carries more credibility; behaviors and attitudes set the tone.

- A leader’s behavior is evaluated for consistency with the values and philosophy of the organization.

- Behaviors, emotions, and motivations of a leader can unleash a ripple effect that shapes the employee experience.
Leaders & Social Influence

Leaders use the 3 types of social influence to motivate people and achieve objectives.

- Compliance: As a means of maintaining order in the workplace.
- Identification: Imitate and follow the actions of people they look up to and respect.
- Internalization: Embrace the vision and values of an organization and develop a commitment to fulfilling them.

Individuals differ in how susceptible they are to each type of influence.
As a leader, are you aware of how you influence others?

- Focus: What leaders pay attention to and what they ignore speaks to prioritization.
- Displays of emotion: When a leader’s mood swings abruptly, employees notice.
- Reactions to incidents and crises: When plans go astray, employees have a heightened sensitivity to a leader’s response.
- Allocation of rewards: Behaviors that are rewarded are likely to be repeated, while those ignored will wane.
As a leader, be aware of your behaviors and reactions:
You do not have a choice on whether or not to communicate, but how you manage what you communicate.
Questions/Comments on Influence of Leaders?

Consider

▷ In what ways have you been influenced by leadership in your organization? By peers?

▷ Are you influenced by what you admire in others or the opposite – by what turns you off?

▷ If you are a line manager, how do your employees ‘see’ you and react to your management and communication style?

▷ How much of your leadership style influences how you manage others?
Servant Leadership
Leadership Considerations

- What type of leadership is encouraged and supported in your organization?
- Does it foster trusting manager-employee relationships?
- Does it promote a ‘no-blame’ culture?
- Is there a long-term focus to develop leaders?
- Is there consideration for individuals beyond the workplace?
What is Servant Leadership?

First, what Servant Leadership is NOT:

- Providing assistance on a project, because an employee does not want to do it.
- A leader who is waiting for an employee to tell him/her what to do.

Servant Leadership is:

- A blend and balance between leader and servant.
- The leader does not lose leadership qualities when becoming a Servant Leader, but gains a team that really wants to work with him/her.
Servant leaders lead with others in mind

<table>
<thead>
<tr>
<th>9 Qualities of a Servant Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values diverse opinions</td>
</tr>
<tr>
<td>Cultivates a culture of trust</td>
</tr>
<tr>
<td>Develops other leaders</td>
</tr>
<tr>
<td>Helps with life issues</td>
</tr>
<tr>
<td>Encourages</td>
</tr>
<tr>
<td>Sells instead of tells</td>
</tr>
<tr>
<td>Thinks YOU, not ME</td>
</tr>
<tr>
<td>Thinks long-term</td>
</tr>
<tr>
<td>Acts with humility</td>
</tr>
</tbody>
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Values diverse opinions

- Values everyone’s contributions and regularly seeks out opinions from a wide group of diverse people.
- When you strive to create an environment that allows differences to thrive, people can bring in their best work because they feel valued, respected and supported.

Reflection

- Think about a meeting when your opinion was not valued. How did you feel?
- When you lead a topic for discussion, do you encourage debate or is your decision on how to proceed already made beforehand?
- Is there a trusted member of your team who will honestly tell you if you value the contribution of others?
Cultivates a culture of trust

Creating a culture of trust is an ongoing process.

A healthy culture encourages open, robust debate, and allows for alternative opinions.

When a decision is made, everyone – even those who disagree – is committed to the same path.

Reflection

Does your organization encourage trust? If not, how can you promote a culture of trust so individuals can voice concerns?

Do people follow the direction set in a meeting or do some ignore it?
Develops other leaders

- Servant leaders are not satisfied until others around them are learning, developing, and becoming leaders.
- A leader is not always leading, but instead is giving up power and deputizing others to lead. They empower others and do not micromanage.

Reflection

- As a manager, what steps are you taking to develop new leaders at every level?
- Are people given stretch assignments?
Helps people with life issues

- Servant leaders care about people’s lives, not just their jobs.
- Develop a high-performance team by treating others with respect, having high expectations, and holding people accountable.
- Offer opportunities for personal development beyond the job, helping people develop skills to live, not just work.

Reflection

- Do you offer help only when it benefits you or the organization?
- Does your organization help employees learn about subjects outside of their role?
Encourages

- The hallmark of a servant leader is encouragement.
- Small gestures of acknowledgement or positive reinforcement can have a significant impact. Be specific and genuine.
- A true servant leader says: “Let’s go do it,” not “You go do it.”

Reflection

- How do you feel when you receive positive feedback?
- As a leader, do you regularly encourage your team?
- Do you also encourage others outside of your team who make a difference?
Sells instead of tells

- Today, persuasive leaders are more effective than a commanding dictator.
- Describe your mission and purpose to engage and inspire.
- The servant leader focuses on the *why* so that others can determine the *how*.

*Reflection*

- Are most assignments for your team micromanaged or do you give broad parameters and let others decide the best way?
- As a leader, do you spend most of your time on the why or the how?
Thinks YOU, not ME

- There is a selfless quality about a servant leader. Someone who only thinks, “How does this benefit me?” does not qualify.
- They understand that influence through service is more powerful than through position.
- Those who focus on others are all about empowerment, which leads to commitment from employees, enhanced job satisfaction, improved productivity, higher expectations.

**Reflection**

- Does your organization lead with vision and persuasion?
- How do you encourage a persuasive style of management over a dictatorial style?
Thinks long-term

- A servant leader is thinking about the next generation, the next leader, the next opportunity.
- Strategies and actions will help future leaders build on a solid foundation.
- Helping others with life issues increases loyalty to the organization for the long-term.
- The goal is to find a model that creates sustainable success.

Reflection

- As a leader, are you focusing on today or the future?
- How do you balance both?
Acts with humility

- Humility is not shyness or lack of self-confidence or quietness, but a recognition of your own capabilities and the need to work with others.
- You understand that you are a small part of something much bigger.

Reflection

- Does your organization value all members or only those at the top?
- Do you understand that positional power gives some influence, but personal power is much more impactful?
How to begin?

- Be alert: there is always an opportunity to learn from others if we are opened to seeing it.
- Slow down: Watch, listen, and ask questions to those around you.
- See beyond the obvious:
  - Everyone needs praise; get comfortable with praising good work.
  - Everyone has a hidden talent; take time to get to know your employees.
Discussion

1. Have you had the opportunity to work with a leader who was a positive role model or a Servant Leader? How did it affect your work and attitude?

2. Which of the Servant Leader qualities do you think will be the most difficult to implement? Which are already in place for your organization or teams?
References

Influence of Leaders:


Servant Leadership:

1. Information in this training is based on the eBook:
   Prichard, S. Becoming a Servant Leader – How to Lead With Others in Mind. 2014
“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”

- skipprichard.com
Thank you