

Leadership

“To achieve Pilot International’s vision through servant leadership, encouragement, guidance and mentoring of our district clubs”
North Carolina District mission statement



Leadership defined...

- The power of influence...nothing more, nothing less (John Maxwell)
- Liberating people...enabling them to reach their full potential (Max DePree)
- Helping others to achieve their own greatness by helping the organization to succeed (John Wooden)
- Process of enabling individuals to grow healthier, wiser, freer and more antonymous through the art of servant-hood (Robert Greenleaf)



Authoritarian Leadership

- Determines all policies for group members
- Details all methods of goal attainment for the group
- Develops overall mission for group
- Dictates step by step process for goal attainments as they deem necessary

Transactional leadership

- **Characteristics:**
- Leader provides contingent reward if standards are met
- Leader provides follower with resources and rewards in exchange for motivation, productivity, and task accomplishment
- Leader promotes concept of management by exception—if it ain't broke, don't fix it

Transformational leadership

“You can motivate by fear and you can motivate by reward. But, these methods are only temporary. The only lasting thing is self motivation” (Homer Rice) Characteristics:

- Develop vision oriented goals
- Utilize charisma to build relationships
- Offer individualized consideration
- Develop intellectual stimulation in attempt to promote affiliation and unity

Servant Leadership

- The term, 'servant-leadership' was coined by Robert Greenleaf in his seminal 1970 essay. The servant-leader serves others, rather than others serving the leader. Serving others thus comes by helping them to achieve and improve. There is great congruence between this philosophy and the mission of Pilot Clubs and other organizations in the volunteer sector.



Servant Leadership

*“We are what we repeatedly do, excellence is therefore a habit and not an act”
(Aristotle)*

Characteristics:

- “Promotes bottom up view of leadership”
- Consideration for the development of the individual first
- Provides autonomy to the individual to develop their talents and abilities
- Models a course of right thinking and right action which should serve to inspire those they lead to do the same
- Creates organizational objectives based upon the ever increasing development of the individual’s abilities

What is Servant leadership

- A servant leader is one who leads by serving others
- The servant leader gets things done by serving others
- The servant leader serves others by empowering them to use their talents to accomplish the organization's goals while they are meeting their needs and growing as unique human beings
- Servant leadership is characterized by a belief that leadership development is an on-going, life long learning process



What do servant leaders do?

- Devote themselves to serving the needs of those served by the organization
- Focus on meeting the needs of those they lead
- Develop members to bring out the best in them
- Coaches others and encourages their self-expression
- Facilitate personal growth in all who work/serve/volunteer in the organization
- Listen and build a sense of community within the organization
- Servant leaders commit to continual development in the 12 characteristics of servant-leadership



Qualities of the servant leader

- Respect
- Responsibility
- Humility
- Love
- Compassion/Empathy
- Commitment
- Patience
 - “I don’t necessarily have to like my players and associates but as a leader I must love them. Love is loyalty, love is teamwork, love respects the dignity of the individual. This is the strength of any organization” (Vince Lombardi)

Servant Leaders and Autocratic Self-Seeking Leaders

- Servant leaders use their power to **develop others**; they build the organization through developing the full potential of the staff/volunteers.
- Servant leaders prefer inspirational and transformational power, because they seek to **influence** and transform others
- Servant leaders are sensitive to individual and situational needs, because they exist to serve others; therefore, they are **relation-oriented and situational**
- Self-seeking leaders use their power to **control others**; they build their reputation in the organization by using or exploiting staff, policies, procedures, etc.
- Self-seeking leaders prefer positional, political and coercive powers, because to rule with unquestioned authority, they need to **control** others
- Self-seeking leaders are only concerned about their own authority and power, and they demand blind obedience from everyone regardless of individual, organizational, and situational needs; therefore they are **task-oriented and directional**

Ten Characteristics of the Servant Leader

1. Listening receptively
2. Acceptance of (and empathy with) others
3. Foresight and intuition
4. Awareness and perception
5. Highly developed powers of persuasion
6. Ability to conceptualize and communicate concepts
7. A healing influence upon people and institutions
8. Ability to build a sense of community in the workplace
9. Practice contemplation
10. Willingness to change

Developing your own leadership style

- Acquire broad experience
- Model effective leaders
- Self-develop leadership traits
- Become an integrated human being (know thyself)
- Practice a little leadership
- Help your leader lead

Let's think about it...

1. Describe the relationship of the philosophy of servant-leadership to the Pilot Club's mission.
2. How can becoming a servant leader support your role as a mission-driven leader?