



40 Days

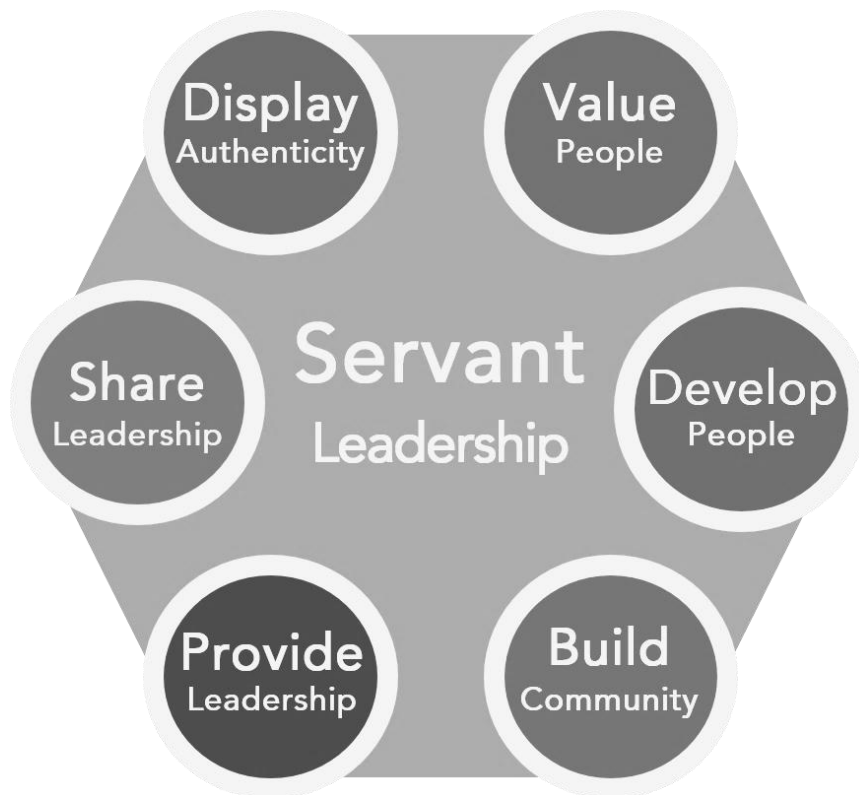
Toward a Servant Leader Mindset

James Laub, Ed.D.



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For Barbara,
who faithfully models
leading through serving.

Contents

Introduction – Getting Started	6
Servant Leadership - Introduction (Day 1-5)	9
Define Servant Leadership (Day 1)	10
Learn the OLA Servant Leadership Model (Day 2)	13
Develop a Different Perspective on You as a Leader (Day 3)	16
Develop a Different Perspective on Those you Lead (Day 4)	19
Develop a Different Perspective on the Outcome of Leading (Day 5)	22
Display Authenticity (Day 6-12)	25
Make it Real (Day 6)	26
Build Personal Integrity (Day 7)	29
Become More Trustworthy (Day 8)	32
Be More Open & Transparent (Day 9)	35
Make Yourself Accountable to Others (Day 10)	38
Learn from Others (Day 11)	41
Develop a Humble Spirit (Day 12)	44
Value People (Day 13-17)	47
Put Others First (Day 13)	48
Believe in Others (Day 14)	51
Trust in Others (Day 15)	54
Listen Receptively, Non-judgmentally (Day 16)	57
Serve Others First (Day 17)	60
Develop People (Day 18-22)	63
Allow Others to Grow (Day 18)	64
Develop a Learning Mindset (Day 19)	67
Provide Opportunities for Learning (Day 20)	70
Model Appropriate Behavior (Day 21)	73
Encourage Others (Day 22)	76

Build Community (Day 23-27)	79
Build a Team of Leaders (Day 23)	80
Create Strong Relationships (Day 24)	83
Work Collaboratively (Day 25)	86
Value Individual Differences (Day 26)	89
Build Effective Teams (Day 27)	92
Provide Leadership (Day 28-32)	95
Lead with Courage (Day 28)	96
Envision a Better Future (Day 29)	99
Exhibit a Bias for Action (Day 30)	102
Display courage over fear (Day 31)	105
Mobilize Other to Action (Day 32)	108
Share Leadership (Day 33-37)	111
Empower Others to Lead (Day 33)	112
Facilitate a Shared Vision (Day 34)	115
Share Decision Making (Day 35)	118
Share Power (Day 36)	121
Share Status and Privilege (Day 37)	124
Servant Leadership – Conclusion (Day 38-40)	127
Commit to Servant Leadership (Day 38)	128
Develop a Mindset of Servant Leadership (Day 39)	131
Increase the Competencies of Servant Leadership (Day 40)	134
Conclusion - Final Thoughts	137
Additional Tools from Servant Leadership Performance	139
About the Author	141

Introduction

Getting Started

Servant leaders do not lead by forcing themselves on others; they invite others to join them on a journey, and that is what this workbook is all about. A journey of change. A journey of discovery. A journey of growing as a servant leader. How does someone change? Changing into a servant leader requires addressing both **Attitude** and **Action**; how we think and how we behave. The change can be initiated from either direction. It can begin with a shift in our perspective; a different way of seeing the world. As our attitude changes then our actions often follow. But, we also can begin the change with our behavior, by just practicing the thing you want to become. Do it often enough and it becomes a habit—a way of being. And, your beliefs and attitudes will follow. So, this workbook comes at change from both directions, challenging our mindset (beliefs) about leadership as well our actions (behavior).

Will 40 days provide enough time to really change to build a new set of leadership practices? We know that becoming a servant leader requires a lifetime of commitment, learning and faithful action. But, 40 days of focus will go a long way to challenge our long-held beliefs about leadership that undermine our desire to lead as a servant. 40 days of practice will begin the process of habit-change that will initiate this metamorphosis from a limited self-focused leader to an effective servant leader. Whether you do this as a 40-day exercise or a 40-week experiment, just know that the learning will be intense but the rewards beyond measure. As you have heard before, nothing really worth doing is easy, but real change is possible and a new way of leading is within reach.

How to get the most out of this workbook:

1. Read ... Think ... Act

First complete the daily reading then spend some time reflecting. Use the personal questions to think deeply about your own leadership. Use the Group Reflection questions to discuss with others on your leadership team who may connect on this journey with you.

But don't leave this at an exchange of words. Act. Ideas for action are provided each day, so commit to doing one servant leadership action each day that will begin to improve your leadership practice.



2. Reflect Write ... Review

Your workbook, for each day, provides space for you to write your thoughts, questions, and plans, so spend just a few minutes each day reflecting on new insights. Write down your thoughts to capture your learning in process. Then review the experiences of each day and the results of putting your learning into action.

3. Interact ... Share ... Collaborate

Leadership always begins with the individual, but it is fulfilled within community. Learning is a change of thinking and behavior and that is best done with others learning alongside. So interact with others on this journey; share your thoughts and questions; collaborate in creating a new leadership practice for you and those you lead.

I wish you all the best as you begin on this path of servant leadership development.

Enjoy the journey.



Servant Leadership

Introduction (Day 1-5)



Servant
Leadership

Your journey is guided by a definition and model of servant leadership that provides six key disciplines that you, as leaders, must develop first as a mindset, secondly as a set of consistent behaviors. These six disciplines are:



Display Authenticity

Value People

Develop People

Build Community

Provide Leadership

Share Leadership

It is through these disciplines that we display servant leadership to others. However, before you can consistently live out these behaviors in your leadership you must develop a mindset, a way of thinking, that will bring a different perspective on who you are as a leader; a different perspective on those you lead and a different perspective on the outcomes of leading.

Day 3



Servant
Leadership

Why am I a Leader?

Develop a Different Perspective on You as a Leader

Have you ever asked yourself this question: Why am I a leader? Why do I put up with all of this aggravation and stress? (Leading is not easy!) If you are totally honest, you probably will consider responses like: the prestige, the money, the recognition, the power. There are many reasons why people aspire to leadership and remain in positions of great influence. How would a servant leader respond to this question?

Remember, the focus of the servant leader is on the followers. You are most interested in their wellbeing and their growth and development as employees and as leaders. I know, the others things are important as well. We need money; we can use our influence to get good things accomplished, and we want to be leaders who change the world. But, remember, we need to be fully aware of the danger of our self-interest in leadership. Yes, we want to change the world; we want to make a difference, but if we are really honest there's a pretty strong dose of self-interest in our aspirations of leadership.

What keeps that self-interest in check? It is focusing on others. Servant leaders work for the good of those they lead. Yes, they focus on getting things done, which is important. And they work to fulfill the mission of their organization, which is essential. They often have high ideals of changing the world in meaningful ways, but if all of this is accomplished without serving the needs of those we lead, by helping

them to become leaders, then we are not servant leaders. Today, consider why you lead. Consider what drives you to do what you do. And consider the simple message of servant leadership: to serve the good of those that you lead.

What a powerful challenge!



Servant
Leadership

Personal Reflection

- Why am I a leader? What do I hope to gain from doing this?
- What is my priority focus as a leader? My followers or my personal goals?

- What is my central role as a leader? How can I act on that today?

Group Reflection

- In what ways does our self-interest get in the way of serving others?
- How can we better serve each other on this team?
- If we could change one thing to create more of a servant spirit here, what would it be?

Practice – Action steps

- Write down your legitimate self-interests related to your leadership role.
- Serve one of your workers today. Do something that will help them do their job better and easier.
- Ask your team to come up with a list of ideas of how to serve others within your organization.

Day 15

Servant Leaders Value People

Trust in Others



Value
People

Consider these two statements and choose the one that seems most true to you: 1) Trust is something you must earn, or 2) trust is something that you give as a gift. Which of these statements makes the most sense to you?

Now, consider the **Trust Game** developed by Joyce Berg, John Dikhaut and Kevin McCabe in 1995. The Trust Game pairs people randomly who do not know each other and communicate only through a computer connection. Each is paid a sum of money to participate. The first decision-maker (DM1) is told to send any amount they choose from their money to the other person (DM2) and that amount will be tripled in DM2's account. DM2 then has the opportunity to share whatever they would like back with DM1. There is no obligation to give any money back and both are aware of this. Do you see the trust issues involved?

If you were in this situation, what would you do? Would you give to benefit a stranger who may or may not give anything back in return? Interestingly, 75% of DM1's sent money to their partner and an even higher ratio of DM2's sent money back. A bit surprising, isn't it? Now let's go back to our statement choices. Did you choose "trust is something you must earn"? If so you are in good company, because most people make this choice.

Trust should be earned. But, servant leaders know that trust is something that should be given as a gift; that giving of trust to others creates a statement of faith for that person and most people will choose to rise up to the level of your trust. Give trust as

a gift, giving it when you may receive nothing in return. Servant leadership is a risk to be sure, but a risk with a potentially powerful outcome.

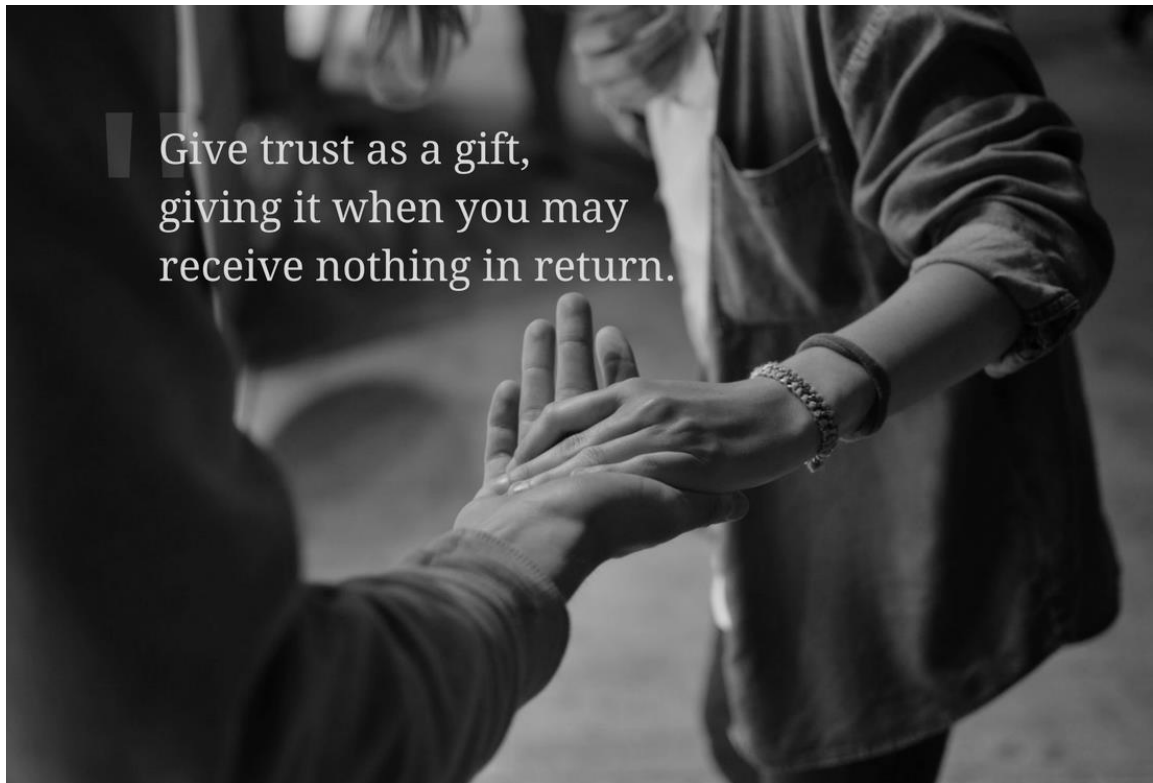


Personal Reflection

- Do I give money and talent to causes I believe in? Am I a giver?
- Do I give my time to my employees? Do I invest in them?
- Am I willing to give with no promise of a return?

Group Reflection

- In what ways do we as an organization give to our employees?
- What company policies could be reconsidered to make them more employee-friendly?



Practice – Action steps

- Give something to one or more of your followers today. Give it freely with no expectation of a return.
- Decide to trust someone with a responsibility, someone you have been somewhat unsure about trusting. Tell them that you are giving them trust because you believe in them.

Day 25

Servant Leaders Build Community

Work Collaboratively

Build
Community

“For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others.” – Nelson Mandela

Nelson Mandela, former President of South Africa, died on December 5, 2013, and a great leader was lost to the world. Before becoming President, Mandela was prisoner #46664 at Robben Island Prison where he spent 27 years of his life. When finally released, at age 71, he knew he had a choice to make. He stated, “As I walked out the door toward the gate that would lead to my freedom, I knew if I didn't leave my bitterness and hatred behind, I'd still be in prison.”



Mandela made a conscious choice to forgive his oppressors and work toward the dismantling of the apartheid regime. Four years after walking out of that prison gate, he was elected South Africa's first black president and a miraculous transition from an authoritative regime to a democracy began. Mandela led South Africa away from minority white rule through an attitude of openness, reconciliation and forgiveness. But he did not act alone.

Many know that Nelson Mandela won the 1993 Nobel Peace Prize for his

leadership of a bloodless transition of power in South Africa, but most do not know that he did not win it alone. The Nobel Peace Prize was jointly awarded to Nelson Mandela and F.W. deKlerk, the former president of South Africa. Mandela and deKlerk were able to put aside decades of enmity to work together in partnership to create a new South Africa and the results were almost beyond belief.

Servant leaders work in collaboration with others and not just those who agree with them. They are willing to transcend disagreements and wrongs to find common ground even with former enemies for the good of the cause and the good of the people.



Personal Reflection

- Do I tend to work better alone or with others?
- Am I willing to partner with those who I have disagreed with in the past?
- What could I be doing more effectively through partnership than working on my own?

Group Reflection

- Do we have a culture that supports partnership and collaboration in our organization?
- Do we know how to work through disagreements to find common ground?
- Are we willing to forgive and create new ways of working together?

Practice – Action steps

- Connect today with someone you have been avoiding. Just say hello, ask a question, make a connection. Perhaps a renewed working relationship can begin.

Ask one of your workers to partner with you on one of your projects.
Ask for their ideas and don't forget to give them credit for their contribution.

Day 29

Servant Leaders Provide Leadership


Envision a Better Future

Provide
Leadership

"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea"- Antoine de Saint-Exupery

Servant leaders provide leadership by envisioning a better future. They are optimists who believe in others and seek to make things better for others. "No pessimist ever discovered the secrets of the stars, or sailed to an uncharted land, or opened a new heaven to the human spirit" stated Helen Keller, a person who knew that even a person blind from birth can envision a "new heaven," that even someone without the gift of speech can lead others to an "uncharted land."

It just takes an optimistic spirit and a willingness to dream big dreams. To be sure, a leader's vision is not always guided by a servant leadership mindset. A vision can be created for selfish or even evil purposes. But a servant leader sees the future through the lens of



"...a servant leader sees the future
through the lens of creating a
better future for others."

creating a better future for others. The servant leader is not willing to sacrifice others on the altar of a personal vision. People are not a means to an end. They are not to be used to fulfill the leader's wishes.

The leader's challenge is not just to get people to do the work, to get tasks accomplished. Their challenge is to "teach them to long for the endless immensity of the sea." To *see* possibilities within the new vision. To see how life can be different and how hope can energize us to move forward toward change. Servant leaders provide leadership by envisioning a better future for those they lead and serve.



Personal Reflection

- How can I better communicate my leadership vision?
- In what way are others benefited by my vision?
- How can I best serve the vision while serving those that I lead?

Group Reflection

- What is the better future for our company? What does it look like?
- How can we motivate our workers to get excited about and aligned with this vision?

Practice – Action steps

- Ask your workers what they see as possibilities for the future of the organization.

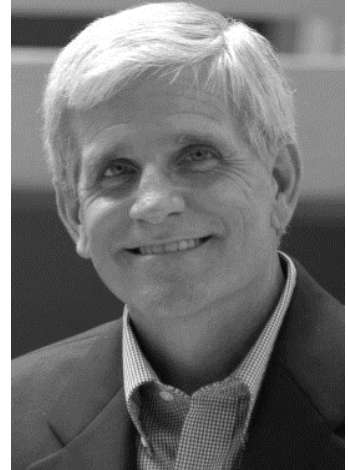
Create focus groups of your employees to collect their ideas and dreams for how the company can improve.

Author

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Dr. James Laub serves as Professor of Leadership at the MacArthur School of Leadership at Palm Beach Atlantic University and oversees the Master's in Leadership program.

He is the president of Servant Leader Performance and the creator of the Organizational Leadership Assessment (OLA) which measures organizational health from a servant leadership perspective and of the SLP assessment which is used for assessing individual leadership performance.



Jim received his doctorate in Educational Leadership: Adult Education from Florida Atlantic University. His dissertation and ongoing research has focused on the critical topic of servant leadership and organizational health. He is a facilitator, a trainer, a speaker and a tool-maker for organizational effectiveness.

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