

Welcome to Servant-Leadership at MSOE's April 2021 Roundtable

This Month's Topic Is "Stewardship"



Servant-Leader Milwaukee

"The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?" (Greenleaf, 1977/2002, p. 27)

Roundtable guidelines

The Servant Leader Roundtable is a learning community. It is never intended to be a source of sales leads for products or services.

The roundtables are intended to be first-person conversations grounded in the participant's direct experiences. Practice and experience humility.

Promote mutual discussion: listen first to understand, and don't be dismissive of the input received through listening.

Keep confidentiality. The discussion of issues, ideas, and direction will not become a personal attack or return to haunt you in the future.

Share air time with others. Recognize that different individuals are more or less comfortable in groups.

Don't go off /stay off topic for long.

If you have a problem with someone, calmly and respectfully address the problem directly with them.

Thought to Contemplate

What is the difference between coercion, manipulation, and Persuasion?

From the "Things Doug Nelson is thinking about" series as he reads Robert Greenleaf's materials.

Schedule:

Noon-12:10: General announcements and Greeting

12:10 ~ 12:40: Break into groups for discussion:

Each group should be a combination of students, staff, faculty and community members. If your group is very monolithic, please have someone leave the break-out group and they will be reassigned.

2 Breath introduction:

Breath 1: Who are you?

Breath 2: What is the best thing about the last three days?

Read about your topic

Choose a student (assuming there is one) to **take notes** and **share out 1-3 takeaways** with the larger group at the end. It can be two different students if desired and there are 2 or more.

Discuss the topic

If you need help call using “ask for help.”

You will get a 60 second notification that the groups will be brought back to the big meeting.

12:40-12:50: Small group report outs/1-3 takeaways from the group (< 1 minute each)

12:50: Official Adjourn and after discussion if desired

Stewardship Group 1 (and odd numbered groups)

Here are 5 ways servant-leaders are good stewards of power in the workplace.

1. Servant-leaders play down power structures. They don't get too fixated on job titles, org charts and rules of compliance. Servant-leaders try to use persuasion, not orders, to get things done. They tend to trust people to do the right thing and don't like useless bureaucracy.
2. Servant-leaders are generous with knowledge and expertise. The expression “knowledge is power” is apt. Some people hoard knowledge and are stingy with their expertise in hopes of expanding their base of power. On the contrary, servant-leaders share power by sharing knowledge and expertise.
3. Servant-leaders are prudent with carrots. Servant-leaders know that money is an extrinsic reward and not as good as motivator as an intrinsic reward – the joy and meaning that comes from being part of a great team with a great mission. So, servant-leaders tend not to over-rely on money as a motivator.

4. Servant-leaders are prudent with sticks. They tend to see failure as an opportunity for learning, not punishment. Do servant-leaders ever fire people? Yes, of course, but only in the best interest of the team and the mission. When doing so, servant-leaders act fairly and openly, often feeling pain in the process.
5. Servant-leaders eliminate indispensability by developing people. A person who is considered indispensable has great and sometimes corrupting power. Servant-leaders avoid the consequences of this indispensability – including their own – by developing people who can step up whenever needed.

What do you think? What would you add to the list? 1 of the 6 Core Values of MSOE is Stewardship. How does that compare to other institutions?

Discuss and share key takeaways with large group at 12:40pm (Central)

Stewardship Group 2 (and even numbered groups)

Stewardship Leaders defined in the servant leadership context: "...are good stewards and are concerned for individuals, organizations, and the world at large. Servant leaders make good use of all that is given to them and understand stewardship from a global perspective."

- **Stewardship is "good asset management"**
- **It's also about leverage** The concept of leverage is all about maximizing the return on TIME, TALENT and TREASURE! A servant leader adept at stewardship can, no doubt, be a positive influence in this dynamic!
- **Servant leaders care more and control less** In essence, the two extremes of "I micro-manage everything you do," and "I don't have time to notice anything you do." greatly diminishes the likelihood of individuals within an organization finding a "sweet spot" within where to thrive.
- **Servant leaders understand they are entrusted with that which they do not own.** Servant leaders care for people and possessions. They do not carelessly toss people aside, nor do they use equipment, resources, budgets, etc.
- **Servant leaders leave a legacy** Servant leaders believe in "handing down" knowledge, skills, abilities, insights, and wisdom. They are not as concerned about reputation as they are character.
- **Manage the Risk** There is risk in everything an organization does - there's even risk in doing nothing - being stagnant. The servant leader helps the team understand the risk and helps the team mitigate it.
- **Track Progress** Tracking progress can be as simple as establishing metrics that can be measured and tracked or as complex as measuring impact of the organization on the world.

Thoughts? Do you have examples to share? MSOE includes stewardship in its core values. Do you see examples here? Ideas to improve?

Discuss and share key takeaways with large group at 12:40pm (Central)