

Servant Leaders – Why you need them and how to grow them



PMO
Conference
London
2018

The PMO Conference

1

'Some day you may have to lead men into battle and ask them to do their duty, and you will do it through Love. You must always put them first. If you arrive somewhere half destroyed, half exhausted at the end of a hard march, do you worry about your food, your bed, and your rest? No you do not. You must make sure they are fed, rested and have somewhere to sleep. You must make sure arrangements are made for their safety and guards placed, runners sent, whatever is necessary, and it will be a lot.

But, if you do this you'll find that you never have to worry about yourself, because as you look after them, so they will look after you. As they come to know that you love and care for them, so they will love you, and through love for you and for one another they will be the best soldiers the world has seen.'

General Sir Patrick Howard-Dobson



2

The collage consists of four distinct images. Top-left: A photograph of a building with a 'Carillion' sign. Top-middle: A graphic showing the European Union flag and the Union Jack. Top-right: A photograph of Donald Trump pointing upwards. Bottom: A hand-drawn 'AGILE manifesto' diagram with various terms like 'Sustainable Development', 'Early + Continuous Delivery', 'Face to Face is most effective', and 'WELCOME'. Small text at the bottom of the images reads 'This Photo by Unknown Author is licensed under CC BY'.

Why do we need servant leaders?

3

A brief history of servant leadership

"The highest type of ruler is one of whose existence the people are barely aware, next comes one whom they love and praise, next comes whom they fear, next comes one who they despise and defy"

Tao Te Ching St Marks Gospel Chanakya RMAS Robert K Greenleaf The Agile Manifesto

500BC 0 400AD 1947 1970 2001

Serve to Lead Anthology The servant as leader The institution as servant

The diagram is a horizontal timeline with a central line. Above the line, key works and figures are listed: Tao Te Ching, St Marks Gospel, Chanakya, RMAS, Robert K Greenleaf, and The Agile Manifesto. Below the line, corresponding years are marked: 500BC, 0, 400AD, 1947, 1970, and 2001. Two images are included: a scroll representing the Tao Te Ching and a portrait of Robert K. Greenleaf. Small text at the bottom of the images reads 'This Photo by Unknown Author is licensed under CC BY-NC-SA'.

4

The individual as a servant leader

(Hypothesis – PMO are natural servant leaders)

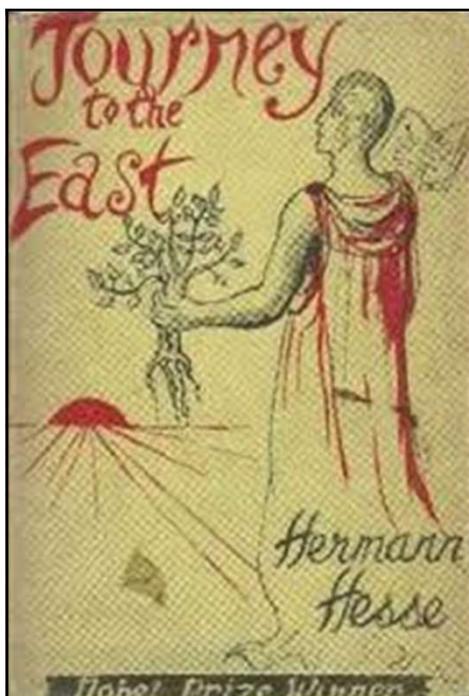
Larry Spears 10 Behaviours (based on Greenleaf)

Listening
Empathy
Healing
Awareness
Persuasion
Conceptualization
Foresight
Stewardship
Commitment to the growth of others
Building community

Sipe and Frick's Seven Pillars of Servant Leadership

- Individuals of character
- Put people first
- Skilled communicators
- Compassionate collaborators
- Use foresight
- Systems thinkers
- Exercise moral authority

5



Journey to the East
– The story of Leo

6

The organisation as a servant

(Hypothesis – the PMO is a servant leader of the organisation)

Iarocci's Servant Leadership in the Workplace

3 priorities

- Developing people
- Building a trusting team
- Achieving results

3 key principles

- Serve first
- Persuasion
- Empowerment

3 key practices

- Listening
- Delegating
- Connecting followers to mission

1. Getting educated in Agile has to be a priority for the PMO – top recommendation is SAFe®
2. Reporting, business cases, benefits realisation are all major functions and services in an Agile PMO
3. The PMO has a role to play in the early days of Agile adoption as a translator
4. Coaching – not mentoring – is a key role for PMO practitioners in supporting Agile delivery
5. The PMO will be working in a hybrid delivery organisation – and using tools from both
6. 'Focus on value, deliver value early and often' a mantra for supporting Agile and being an Agile PMO
7. The PMO has a role to play in helping teams to work efficiently as well as helping the organisation shift its mindset to Agile and agility
8. The principles of our PMOs will help guide the functions and services we offer, especially in times when new approaches are needed

7



'Serve to Lead' has been the motto of the Royal Military Academy, Sandhurst for a long time. It is not an advertising slogan. It is not a sound-byte. It is not a unique selling point from a business guru. 'Serve to Lead' is a tried and tested signpost which has guided generations of young cadets training to be Army Officers onto the cutting edge of inspirational leadership.

8

How does the military grow servant leaders

Select the right people

- The Army Officer Selection Board – 4 days of physical, intellectual and leadership tests
- 44 weeks of commissioning course

Invest in your people

- A year at RMAS costs £93k (not including salary of cadet)
- Use your best people to train – the Sandhurst Training Cadre

Practice

- Throughout training you are given opportunities to be in charge (for long periods of time)
- On completion of training you are responsible for up to 30 soldiers, the capability they deliver and their career management (and their equipment) – feedback is not annual or written and is certainly 360 degree!



9

How does the military grow servant leaders

Tradition, ritual and stories

- “Serve to Lead” 150 pages of historical and contemporary examples of ‘best practice’
- 500 years of tradition (starting to count at Henry V at Agincourt ‘A little touch of Harry in the night’)
- “First my men, then my rifle, then my equipment, then me”
- Officers eat last

Reward(or damnation)

- A junior officer that is respected by his soldiers does well – it is almost impossible to succeed without the support of your NCOs and soldiers
- There is no greater damnation than being described as ‘Jack’ (as in ‘I’m alright Jack’)

Authenticity

- Leadership ‘is just plain you.’
- You can’t keep up a pretence
- Example and role models

Community

- The team is more important than the individual
- The regimental family



10

But....

- How would a PMO do the same?
 - Select the right people – are you selecting potential leaders?
 - Investing in your people – really?
 - Practice – are you preventing your team from growing?
 - Tradition, ritual and stories – what stories would people tell about your PMO?
 - Reward (and damnation) – what gets rewarded? the rise of passive aggressiveness
 - Authenticity – are people genuine?
 - Community – Do people look out for each other

Blockers

- How to move from servant to leader?
- Toxic servant leaders
- Organisational politics

