

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



'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





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Why do we need servant leaders?

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"

*Serve to Lead
Anthology*

*The servant as leader
The institution as servant*

Tao Te Ching

St Marks Gospel

Chanakya

RMAS

Robert K Greenleaf

The Agile Manifesto

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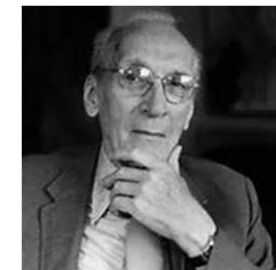
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1947

1970

2001



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

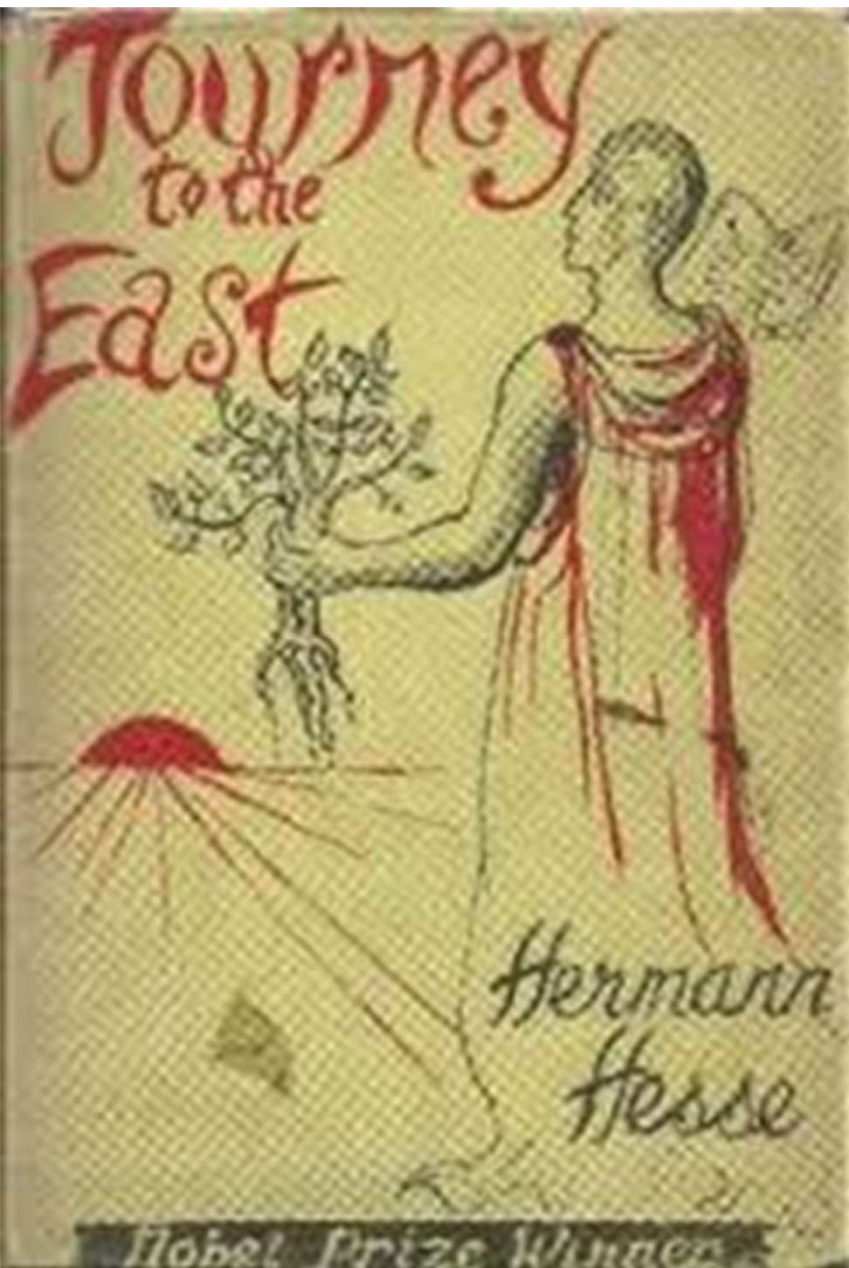
Stewardship

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



Journey to the East – The story of Leo

The organisation as a servant

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

Larocci'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 an 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



‘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.

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!



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



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



