



# Servant Leadership Workshop

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# About ARI and AFARI

AFARI's Mission: To promote sustainable community development practices that inspire people around the world to live in environmentally healthy, just, and peaceful ways.

Focus:

Direct support to ARI, Tarr Fellowship program, opportunities to connect ARI graduates and AFARI stakeholders

Two organizations with a shared mission and goals



ARI's Mission: To welcome people from around the globe to share ideas for a sustainable and peaceful life.

Focus: Rural Leaders Training Program, Open Learning Program, and Supporter Community

# Agenda

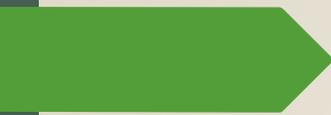
- Icebreaker-What Matters Most
- Definition of Servant Leadership
- Activity – Core Qualities of Servant Leaders
- Impact of Servant Leadership
- Activity –Identifying Servant Leaders
- ARI/AFARI's application of servant leadership
- Servant Leaders in Practice at ARI
- Wrap-up
- Questions and Answers



# Goals

- Define Servant Leadership
- Understand its application in an NGO setting
- Assess SL application in your own organization
- Understand the impact of SL
- Practice SL values





# Icebreaker

## What Matters Most

- ▶ Write down the names of the five richest people in the world, the past five Super Bowl or World Series winners, the five most important people in Hollywood, and five government leaders. Next, have them write down the names of teachers who helped them in school, heroes who inspired them, colleagues who coached or mentored them, and friends who helped them. As a whole group, discuss which exercise was easier and why.

# Servant Leadership Definition

- It is a leadership philosophy that says, “a leader first serves others and then leads them.” A servant leader gains the trust of others through his/her service or assistance and creates a situation where others naturally want to cooperate with them (Robert Greenleaf, 1970, 1977).

The servant-leader is the servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions.

What is your definition of Servant Leadership?

# Differences in Leadership Style

## Dominant leader vs. servant leader

	1	2	3	4
	Motivation as a leader	Action / Attitude	Source of influence / authority	Communication style
Top-Down Leader	Disire for aqiring more powerful position, get benefit, to be respected.	Gives orders for actions. Commands the members based upon confidence of higher skills and position.	Exerts authority and controls the team members (by fear) in order to achieve goals.	Through explaining and commanding.
Servant Leader	Desire to serve others regardless of her/his position within the organization	Supports team work for action	Manages the team by building trusting relationship with the members and respecting everyone's authority	By deep listening and asking questions in the nature of encouraging everyone to learn, take actions and grow.
(from Participants)	Love to people, sacrifice, vision oriented (vision for community), dedication	Serving, humble, kindness, friendly	Consultative, approachable, kind, practice, example	Cooperative, dialogue, listening first
	5	6	7	8
Item	Handling information	Ideas towards human growth	Decision making style	How changes and transformation happen
Top-Down Leader	Makes all information and knowledge concentrate on the leader. Monopolizes information and knowledge.	Raises his/her own position and gains power by figuring out and making use of the internal politics of the organization.	Makes decisions based on his/her authority as the leader.	Dictatorial/Tries top-down changes.
Servant Leader	Actively shares information and knowledge with team members.	Pays high regards for other's own motivations and strives for a good balance between everyone's personal growth and the growth of the organization	Through questions, deep listening, dialogue and empathetic attitude of a leader, decision get made organically within the team without forceful decision making	Brings about changes and transformation through dialogue, cooperative planning and practising.
(from Participants)	Sharing, accauntability	Observation, promote, encouragement	Democratic, impartial	Bottom-up, cooperative, dialogue

This content is based on *Ann McGee-Cooper and Gary Looper ; The Essentials of Servant-Leadership:Principles in Practice* and further modified by ARI staff.

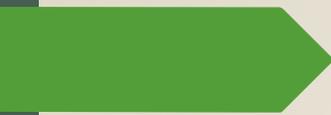
# Impact of Leadership styles on members

Actions of members who follow a dominant leader	Actions of members who follow a servant leader
Act because of fear or sense of duty	Act because of their will
Act after they are told to do	Act before they are told to do so
Act as they are told	Try to think and come up with good ideas
Try to please a leader	Concentrate on what to do
Concentrate on their roles and given instructions	Trying to be conscious of leader's vision
Have a sense of follower a leader	Have a sense of unity with a leader
Does not trust a leader	Trust a leader
Incline to be self-centered	Incline to be helpful to others

# Activity: What are the core qualities of Servant-Leaders

- In groups of 5-6, brainstorm the qualities of servant leaders. Share with the larger group





# Core Qualities of Servant-Leader

- 1.Listening: 聴く
- 2.Empathy : 共感
- 3.Healing : 癒やし
- 4.Awareness : 気づき
- 5.Persuasion : 説得力
- 6.Conceptualization : 概念化
- 7.Foresight : 予測、先見
- 8.Stewardship : 預けられたものを責任をもって管理すること

Larry C. Spears

# One Essential Quality

- Servant leaders live by their conscience-their inward moral sense of what is right and wrong
- That one quality is the difference between leadership that *works* and leadership – like servant leadership – that *endures*.

“Servant Leadership” p.4  
Foreword by Stephen R. Covey

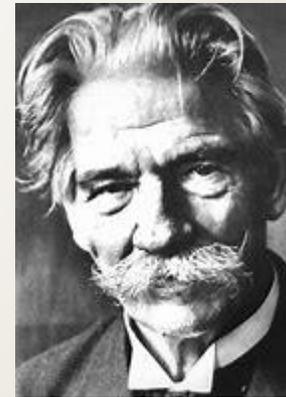
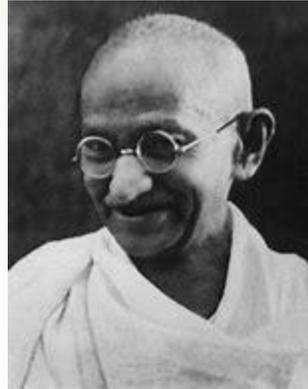


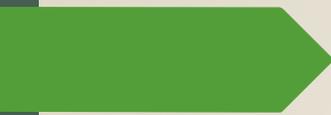


## Activity: Name Three (3) Servant Leaders

- In a small group, brainstorm 3 examples of Servant Leaders. Share with the larger group the names and most notable traits of these leaders

# Notable Servant Leaders





# ARI's servant leadership model

1. Empowerment: 人々に力を与える (能力を高める)
  2. Love to people : 人々への愛
  3. Self awareness : 自己の気づき
  4. Listening : 聴く
  5. Power to persuade : 説得する力
  6. Trust : 信頼
- ➡ Drawing a creative vision and bringing about changes among people and in society : 創造的なビジョンを描き、人々と社会に変化をもたらす

# ARI/AFARI's Image of a Leader

- The image of a leader that ARI envisions is a person who, with his/her own will, sweats with grass-roots people who are the basis of a society,
- who produces food that sustains our lives,
- and who works practically, to share equally those products with others.
- The leader works tirelessly so that all people and all creations can live at their fullest potential expanding their hidden spirituality.
- The leader is indispensable (necessary) in order to create a lively community.
- The life of a servant leader serves as an example and inspiration to empower people to reach their highest potential. A servant leader is a person who willingly takes up all tasks required to serve the people, beginning with those that are most needed or most hated, and who seeks to help by putting other people and the community first.

# ARI/AFARI's model in practice

## Rural Leaders Training

### Attitudes of staff

- Equal distribution (participation) of work: farmwork, dishwashing, cleaning, cooking, etc...

### Equal treatment of participants

- Regardless of their status, position, gender

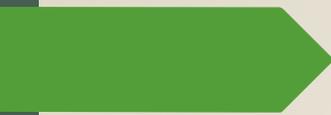
### Nature of Farmwork

- Every person can work and sweat equally on the ground. We become humble on the soil.

### Nature of eating

- We are given food that is fruit of the combined work of God and human
- Eating at a round table





# Servant Leadership in Action -ARI Graduates

- “Bridging the Grassroots” – ARI graduates engage community members – with community-driven projects, collaborative efforts
- AFARI fellowship program – supporting ARI graduates to collaborate to help fellows build the capacity of their communities
- ARI Graduate networks – ARI graduates learning from other graduates and new participants

# Servant Leaders in Action

Mbuche and Emmanuel: Marafa,  
Kenya—Transforming Communities  
through Servant Leadership

Mbuche started a women's farmer group where members share new techniques and help each other create more sustainable crops, enhancing food security for the entire community. Mbuche and Emmanuel started a school to provide formal education to children without parents.



# Servant Leaders in Action

Mambud Samai,  
Sierra Leone, ARI  
Graduate 2018

Inspired by his  
experience at ARI,  
Mambud returned  
to his home in  
Sierra Leone and  
built his dream of a  
“football garden.”



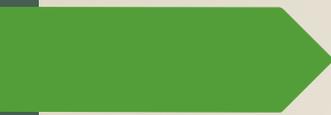
# AFARI Fellowship Program



Alemla Samuel, Nagaland, India  
Alemla is a 2015 ARI graduate. Alemla works at the Life Ministry Learning Centre. During the fellowship, she will be working with youth and farmers to practice healthy farming systems. She will collaborate with communities to create kitchen gardens and gain skills in organic farming.

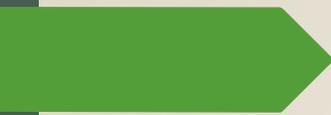
Cecilia Mpinga is from Malawi. She is a 2016 ARI graduate who works with the Hygiene Village Project. As a fellow, Cecilia will be starting an “Integrated Goat Pass-on Project” empowering women to improve their crop production and nutrition, while Improving their livelihoods and economic well-being.





# Impact of Servant Leadership

- Stronger teams
  - Conducive working environment
  - Improved morale
  - Community buy-in and trust
  - Improved collaboration
  - Stronger brand
  - Regent University study confirms that servant leadership is of a high level of importance for the organization—it benefits both the individual and the organization, as a whole (Charles, 2015)
- 



# Questions and Comments

How do you/how can you incorporate the Servant Leadership model in your work/at your organization?

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