

- 1. *Listening*:** The servant-leader seeks to identify the will of a group and helps clarify that will. He or she seeks to listen receptively to what is being said (and not said!). Listening also encompasses getting in touch with one's own inner voice and seeking to understand what one's body, spirit, and mind are communicating. Listening, coupled with reflection, is essential to the growth of the servant-leader.
- 2. *Empathy*:** The servant-leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique attributes. One assumes the good intentions of co-workers and does not reject them as people, even while refusing to accept their behavior or performance.
- 3. *Healing*:** Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant leaders recognize that they have an opportunity to "help make whole" those with whom they come in contact.
- 4. *Awareness*:** General awareness, and especially self-awareness, strengthens the servant-leader. Making a commitment to foster awareness can be scary—you never know what you may discover. Awareness also aids one in understanding issues involving ethics and values. It lends itself to being able to view most situations from a more integrated, holistic position. As Greenleaf observed: "Awareness is not a giver of solace—it is just the opposite. It is a disturber and an awakener."
- 5. *Persuasion*:** Another characteristic of servant-leaders is a reliance on persuasion, rather than one's positional authority, in making decisions within an organization. The servant-leader seeks to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups.
- 6. *Conceptualization*:** Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders this is a characteristic that requires discipline and practice. The traditional manager is focused on the need to achieve short-term operational goals. The manager who wishes to also be a servant-leader must stretch his or her thinking to encompass broader based conceptual thinking. Servant-leaders are called to seek a delicate balance between conceptual thinking and a day-to-day focused approach.
- 7. *Foresight*:** Foresight is a characteristic that enables the servant-leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. It is also deeply rooted within the intuitive mind. As such, one can conjecture that foresight is the one servant-leader characteristic with which one may be born.
- 8. *Stewardship*:** Peter Block has defined stewardship as "holding something in trust for another." Robert Greenleaf's view of all institutions was one in which CEOs, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Stewardship assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion rather than control.
- 9. *Commitment to the growth of people*:** Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant-leader is deeply committed to the growth of each and every individual within his or her organization. In practice, this can include (but is not limited to) concrete actions such as making available funds for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision making, and actively assisting laid-off workers to find other employment.
- 10. *Building community*:** Much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant-leader to seek to identify some means for building community among those who work within a given institution. Servant-leadership suggests that true community can be created among those who work in businesses and other institutions.

**Adapted from *The Understanding and Practice of Servant Leadership* by Larry Spears (2005).