

Connecting Servant Leadership, Ethics, and Spirituality
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In this little review for my Leadership and Learning Group, I share some great articles to read connecting servant leadership and ethics that are chapters in two books.

Spears, L. C. (1998). *Insights on leadership: Service, stewardship, spirit, and servant-leadership*. New York, NY: Wiley.

Chapter 6: *Trust: The Invaluable Asset*, by Jack Lowe, Jr.

In this article, Lowe describes the importance of trust and honesty in the business world and how critical these are for smooth operations between supplies and customers and the business. The business TDIndustries is used as a model and the trust culture is examined and then connected to its profitability. This would be a great article to use in a discussion of the values of trust and honesty.

Chapter 10: *Quiet Presence: The Holy Ground of Leadership* by John J. Gardiner.

“Our state of being is the real source of our ability to influence the world.” P. 116. Therefore as leaders we should tend to our state of being: through seeing with the eyes of wholeness, participating in authentic relationships, and taking time for renewal and meditation. “By being fully present, being open in mind and body and heart, listening unconditionally, one can model the new leadership that places service above self” p. 124. This chapter discusses ways to actually accomplish this goal of quiet presence.

Chapter 11: *Quaker Foundations for Greenleaf’s Servant Leadership and “Friendly Disentangling” Method* by Richard P. Nielsen.

This article reviews Greenleaf’s method of conflict resolution as “friendly disentangling”. The method has four parts: frame a “we” fellowship with others; approach those involved in a friendly manner; ask for help within “our” system; and work with those willing to try alternative behaviors. The chapter shows historically how Greenleaf used this method in his work at AT&T and then moves back in history to see how this concept is founded in Quakerism.

Chapter 16: *Leading from Within* by Parker J. Palmer

Palmer describes the shadow side of leadership, that all leaders should be aware of. He establishes the nature of spirituality (our complex and inexplicable caring for each other). He describes in depth the five sources of shadows in our lives: insecurity, competition, functional atheism (the belief that everything depends on me), fear, and denial of death (fear of negative evaluation, fear of public failure). Then he ends with

ways to counteract these sources of shadow: elevating the value of inner work, supporting each other in our inner work, and not being afraid.

Chapter 21: *The Integration of Business Ethics and Spirituality in the Workplace* by James Conley and Fraya Wagner-Marsh.

This article reviews current codes of ethics and traditional approaches to business ethics. It then reviews writing on value-laden spirituality in the workplaces and gives examples of these connections and proposes actions. A great article for making sense of how values and spirituality connect to business. Good article for the social responsibility competency as well.

Spears, L. C. (Ed.). (1995). *Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers*. New York, NY: John Wiley & Sons, Inc.

Chapter 3: *Robert K. Greenleaf and Business Ethics: There Is No Code* by Anne T. Fraker

This article reviews Greenleaf's views on ethics: that codes are not useful because they vary among cultures, groups, religions, families, and change with time. The author reviews the influences in his life towards these beliefs and then reviews Greenleaf's "codeless code of ethics", which includes good performance by all employees, allowing individual participation and a sense of responsibility. Fraker covers five concerns for a manager to consider: strength, an openness to knowledge, foresight, ethos, sense of purpose and ability to laugh.

Chapter 8: *The Search for Spirit in the Workplace* by Chris Lee and Ron Zemke

The authors review the current readings on servant leadership and theories influenced by it. They compare the larger social trends and fast pace of business to the appeal of the spiritual side of the worker. A discussion of the lines between faith and whole people vs. law and respect of others is enlightening. It ends with how to manage from the heart.

Finally, if you are interested in servant leadership, these two books hold a wealth of short article chapters that can apply to multiple competencies, including ethics and spirituality.