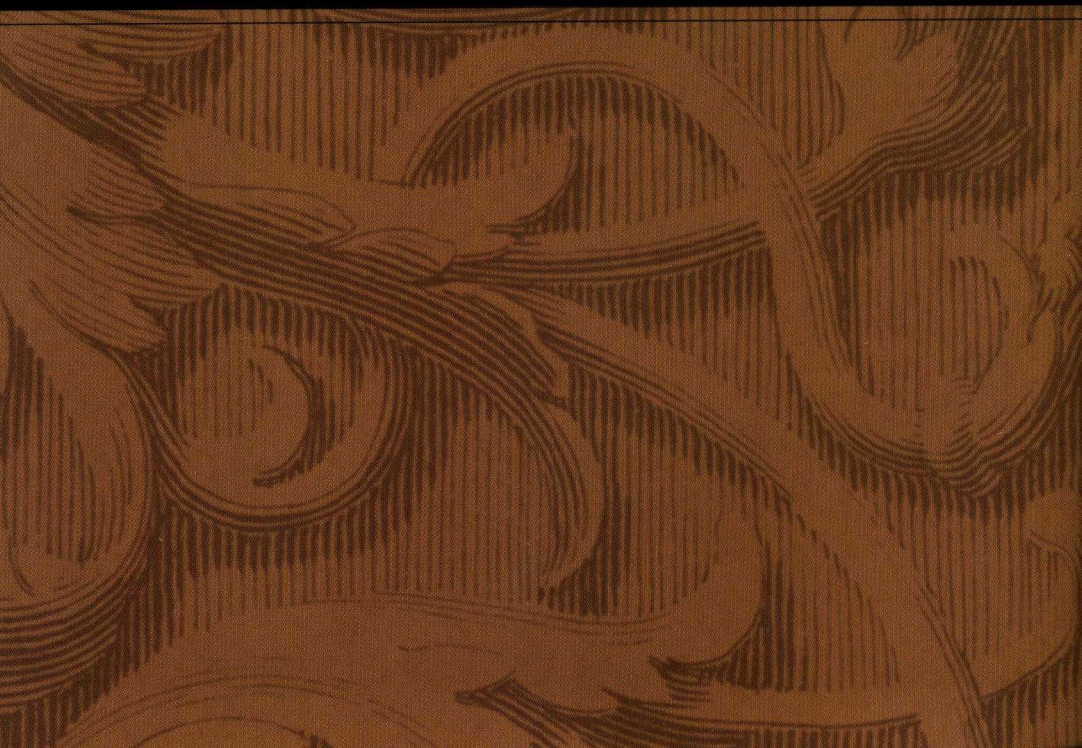


F O R :

I thank God for the leader you already are,
and pray He will continue to guide you as you serve
all those who look to you for leadership.

F R O M :

D A T E :



THE SERVANT LEADER

TRANSFORMING YOUR HEART,
HEAD, HANDS, & HABITS

KEN BLANCHARD
AND PHIL HODGES



THOMAS NELSON
Since 1798

NASHVILLE DALLAS MEXICO CITY RIO DE JANEIRO

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He who is **GREATEST**

among you shall be your **SERVANT**.

And whoever **EXALTS** himself

will be **HUMBLED**,

and he who **HUMBLES** himself

will be **EXALTED**.

— MATTHEW 23:11-12 (NKJV)

INTRODUCTION



TURNING THE ONE MINUTE MANAGER® INTO A SERVANT LEADER

Business and beliefs. Jesus and your job. Personal and professional. Servant and leader. Even seeing those words paired together makes many people uneasy. Our sophisticated culture encourages us to draw lines and keep our spiritual lives separate from our secular lives. Faith is for Sundays or family gatherings only. Right?

I, too, once modeled my life after that tired pattern, and I had a generally good, successful life. Blanchard Training and Development was alive and well. But in 1982, my world changed dramatically for the better when I encountered Jesus in a new, exciting way. At the time, I was still stunned by the runaway sales of Spencer Johnson's and my business book *The One Minute Manager*® and was looking for some sort of explanation for why our work had been so blessed.

One of the first people to point me seriously to the Lord was my longtime friend Phil Hodges, co-author of this book and the co-founder with me of Lead Like Jesus. I was interested, but I didn't take the Lord into my heart completely for some time. Later, on the way to speak at a conference, I found myself sitting across the airplane aisle from successful businessman, author, and speaker Bob Buford. Talking with Bob helped me realize that we all fall short of perfection, and the only way we can close the gap between where we are and that perfection, is through a relationship with Jesus. Sensing that I was showing some interest, Bob turned me over to Bill Hybels, senior pastor of Willow Creek Community Church outside Chicago.

What a one two punch! Buford and Hybels explained grace to me in a brand new way. They opened my eyes to the power of the Word. And they taught me that as Christians, we get three consultants for the price of one—the Father who started life, the Son who lived life, and the Holy Spirit who handles the daily operations of life.

As my perspective on faith changed, so did my views on leadership. I realized that Christians have more in *Jesus* than just a great spiritual leader; we have a *practical and effective leadership model* for all organizations, for all people, for all situations. The more I read the Bible, the more I realized that Jesus did everything I'd ever taught or written about over the years—and He did it perfectly. He is simply the greatest leadership model for all time.

What is leadership? It's an *influence process*—any time you are trying to influence the thinking, behavior, or development of another, you are engaging in leadership. Given that definition, you can see that Jesus is our model for leadership wherever we go—not just at work. That's why Phil and I were excited about writing this book together.

Our hope for this book. We want you to experience Jesus in a whole different way. To grow to trust Him as the perfect One to follow as you seek to lead others. He is so clear about how He wants us to lead. He wants us to make a difference in the world we live in by being effective servant leaders.

It is our prayer and desire that this book will be the beginning of a new, exciting chapter in your personal journey to becoming an effective servant leader. This book is designed to guide you in exploring your personal response to Jesus' call to "Follow Me" and put into action the principles of servant leadership.

So, is this a business book? Yes. Is this is self-help book? Yes. Is this an inspirational book? Yes. Simply put, it's a tool to help you to take God out of the spiritual compartment of your private spiritual life and give Him free reign in all your daily actions and relationships, especially your leadership roles.

Don't just read this book with your eyes; pull it into your heart, mind, and actions. We suggest the following steps to help you reap the greatest benefits of this book:

- 1. Pray for focus and insight each time you read.*
- 2. As you encounter "Aha!" ideas that challenge your leadership behaviors and motives . . . stop right there. Ask yourself how you can realign your leadership over the next two days. Be specific.*
- 3. Keep a journal of your "Aha!" ideas and action steps.*
- 4. Review your progress and give yourself some praise.*

We want you to trust Jesus as your leadership model, so whether you're leading in business, in nonprofit organizations, in your community, or at home, you will make Jesus smile.

Read on, and let Jesus begin the transformation in you.

— KEN BLANCHARD & PHIL HODGES

JESUS CALLED THEM TOGETHER AND SAID,
"YOU KNOW THAT THE RULERS OF THE GENTILES LORDED
OVER THEM, AND THEIR HIGH OFFICIALS EXERCISE
AUTHORITY OVER THEM. NOT SO WITH YOU.
INSTEAD, WHOEVER WANTS TO BE GREAT AMONG YOU
MUST BE YOUR SERVANT, AND WHOEVER WANTS
TO BE FIRST AMONG YOU MUST BE YOUR SLAVE —
JUST AS THE SON OF MAN DID NOT COME
TO BE SERVED BUT TO SERVE, AND TO GIVE HIS LIFE
AS A RANSOM FOR MANY."

— MATTHEW 20:25-28

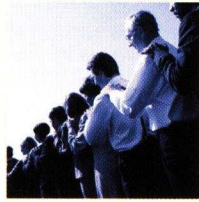
Whom Do You Follow? How Will You Lead?

In His instructions to His first disciples on how they were to lead, Jesus sent a clear message to all those who would follow Him that leadership was to be first and foremost an act of service. No Plan B was implied or offered in His words. He placed no restrictions or limitations of time, place, or situation that would allow us to exempt ourselves from His command. For a follower of Jesus, servant leadership isn't just an option; it's a mandate.

The truly exciting part of following Jesus is that He never sends you into any situation with a faulty plan or a plan to fail. Because of who He is, when Jesus speaks on a subject He guides us in a path that is in harmony with the molecular structure of the universe. When He speaks on leadership, He speaks to us of what is both right and effective.

COME ALL OF YOU WHO ARE WEARY AND BURDENED
AND I WILL GIVE YOU REST. TAKE MY YOKE UPON YOU
AND LEARN FROM ME. FOR I AM GENTLE AND HUMBLE
AT HEART AND YOU WILL FIND REST FOR YOUR SOULS.
FOR MY YOKE IS EASY AND MY BURDEN IS LIGHT.

— MATTHEW 11:28–30



Would you hire him? A common barrier to embracing Jesus as a role model for leadership often lies in skepticism of the relevance of His teaching to your specific leadership situations. One way of putting Jesus to the test would be to apply the same criteria to His knowledge, experience, and success that you would to the hiring of a business consultant.

Take a few moments to reflect on the following leadership challenges you might be facing and see if you would hire Jesus as your personal leadership consultant based on His earthly experience as a leader.

Does Jesus have any relevant practical knowledge or experience in dealing with the following types of leadership issues I face day to day?

(Yes/No)

- _____ *Dealing with and accomplishing a mission with imperfect people*
- _____ *The need to establish a clear sense of purpose and direction*
- _____ *Recruitment and selection of people to carry on the work*
- _____ *Training, development, and delegation issues*
- _____ *Constant conflicting demands on time, energy, and resources*
- _____ *Fierce competition*
- _____ *Turnover, betrayal, and lack of understanding by friends and family*
- _____ *Constant scrutiny and challenges of commitment and integrity*
- _____ *Temptations of instant gratification, recognition, and misuse of power*
- _____ *Effective handling of criticism, rejection, distractions, and opposition*
- _____ *Pain and suffering in serving the greatest good*

With the answers to those questions in mind, how would Jesus do your job differently than you do? _____

If you choose to accept Jesus as your leadership model and consultant, how can you get in touch with Him? _____

How has He indicated His interest and willingness to help you with your daily challenges and temptations? _____

The Journey. As we explore what it means to lead like Jesus we will be journeying through two internal and two external domains. The motivations of our heart and our leadership point of view can, at first, be something we can keep inside and even mask over if it suits a private purpose. Our public leadership behavior and habits as experienced by others will determine how they follow. When the Heart, Head, Hands, and Habits are aligned, extraordinary levels of loyalty, trust, and productivity will result. When they are out of alignment, frustration, mistrust, and diminished long-term productivity are the result.

Going Inside. Leadership is first a matter of the heart. Whenever we have an opportunity or responsibility to influence the thinking, behavior, or development of others, the first choice we are called to make is whether to see the moment through the eyes of self-interest or for the benefit of those we are leading.

May the **WORDS**

of my mouth and the

MEDITATIONS of my heart

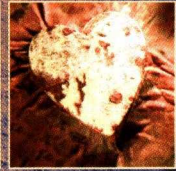
be pleasing in **YOUR SIGHT**,

O LORD, my **ROCK**

and my **REDEEMER**.

— P S A L M 19 : 1 4

THE HEART



TRANSFORMING YOUR MOTIVATION OR INTENTIONS, YOUR LEADERSHIP CHARACTER

Self-Serving Leaders vs. Servant Leaders.

As you consider the heart issues of leadership, a primary question you will continue to ask yourself is: “Am I a servant leader or a self-serving leader?” It is a question that, when answered with brutal honesty, will go to the core of your intention or motivation as a leader.

One of the quickest ways you can tell the difference between a servant leader and a self-serving leader is how they handle feedback, because one of the biggest fears that self-serving leaders have is to lose their position.

Self-serving leaders spend most of their time protecting their status. If you give them feedback, how do they usually respond? Negatively. They think your feedback means that you don’t want their leadership anymore.

Servant leaders, however, look at leadership as an act of service. They embrace and welcome feedback as a source of useful information on how they can provide better service.

Another way to tell a self-serving from a servant leader is how they approach succession planning.

Self-serving leaders who are addicted to power, recognition, and who are afraid of loss of position, are not likely to spend any time or effort in training their replacements.

EFFECTIVE LEADERSHIP STARTS
ON THE INSIDE.

ARE YOU A SERVANT LEADER OR A
SELF-SERVING LEADER?

