

# The Art, Science and Practice of Servant Leadership: Making it Work

# Serving Multiple Needs

“I’m searching for a leadership approach and want to know if this model deserves consideration?”

“I know about it, but will it work in my organization, club, school, etc.”

“We tried it and didn’t get the results we thought we would. Why?”

“I’ve *never* heard of Servant Leadership. I just came to hear Rich!”

# Rich

Vice President of US Sailing

US Sailing BOD

18 years US Sailing Training Committee  
Chair

Owned and operated OCSC a  
commercial sailing school for 35 years



# Larry

US Sailing - Training Committee Chair

Keelboat Instructor: OCSC and US  
Naval Academy

30+ years of business consulting

A bit of a geek about human behavior



So what you get is ....

**Rich** for **real** world,

“I really did this!” stories from

“The Art of Creating an Organization based on Servant Leadership”

and

**Larry** for

“Quick hits on the research that supports those stories

and places to go to geek out more”

# The final answer ...

The biggest barrier to successfully implementing a program of  
Servant Leadership  
is that many  
organizations “do” Servant Leadership.

And, they miss the real point of “being” servant leaders.

The **Doing** of Servant Leadership

The **Being** of Servant Leadership

So what is this “being stuff” ...



TYPE TO ENTER A CAPTION.





# Reactions



# “*Serving* Others is done from “Above the Line”

Connecting

What does it mean to Them?

Creating Psychological  
Safety      Play

Being Curious about what you can learn from every situation

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Needing to be in *Control*

Needing to be *Right*

What does it mean to *Me*?

# Real World Rich ...

*“It was 1997 and I was about to be taught a lesson...”*

# Real World Rich ... Servant Leaders Listen More Than Talk

- When a Leader is on Broadcast Everything Suffers
  - Choose Curiosity
  - Respecting Yourself Translates Into Respecting Your Team
  - Staying Above The Line is Hard; But Worth It
- 
- 1997 Epifany

# Real World Rich ... Leader as Coach

*“It was early in 2000 and ...”*

# Real World Rich ...Leader as Coach

- Benefit of being more a teacher than a boss
  - Treat Employees More Like Sailing Students
  - What If Every Mistake or Problem is a Learning Opportunity?
  - Do They Trust You Have Their Best Interests at Heart? Do YOU?

# Real World Rich ...Culture Over Cash

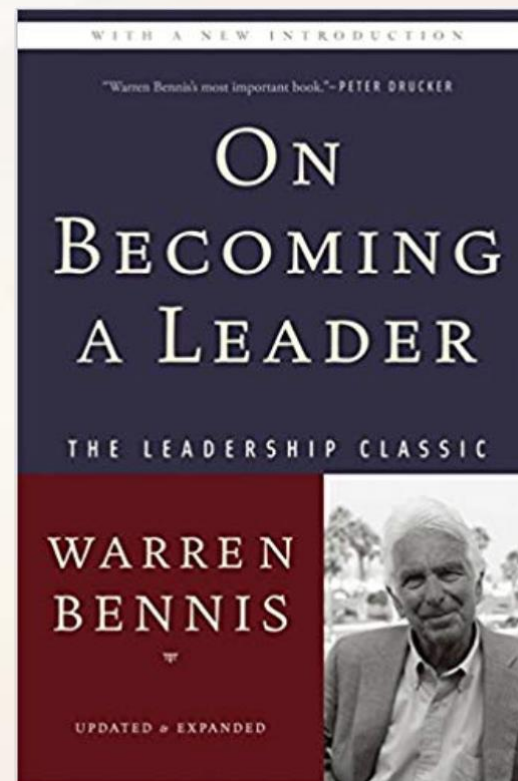
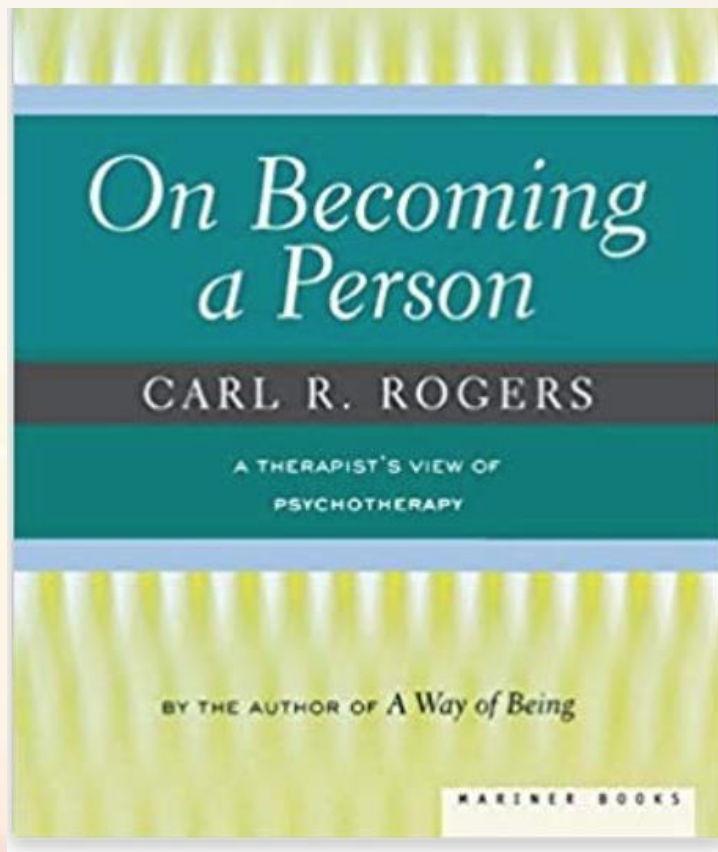
*“In 2005 we were trying to attract more Corporate Events and had implemented an aggressive Sales Initiative ...”*

# Real World Rich ...Culture Over Cash

- Culture is Fragile and Critical to Success
  - Easy to Quickly Damage; Very Difficult to Rebuild
  - Without a Trusting, Team Oriented Culture, Performance Suffers
  - One Member Can Ruin It
- Protecting the Culture Requires Courage
- 2005 Corporate Events Sales Initiative



# The really, really short version



IT IS TIME FOR THE

# SOCIAL MEDIA MINUTE

Please take 60-seconds and post one takeaway, picture or thought from this session on a social media platform of your choice and tag

@USSailing

@(presenter)

#SailingLeadership






TYPE TO ENTER A CAPTION.

the beginning ...

[SLF2020@ledgerwood.com](mailto:SLF2020@ledgerwood.com)

SAILING LEADERSHIP  
FORUM 2020 

Now, what is on your mind?

# Your Opinion Matters

Please open the **Sailing Leadership Forum app** and complete the **session survey** found in the **menu bar**.

*Thank you for attending this session*

# Models to learn from

Simple Habits for Complex times:

- 1 – Multiple Perspectives
- 2 – Ask Different Questions
- 3 – See the System

# Motivation

- Autonomy
- Mastery
- Purpose