

Servant Leadership

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Program Overview

- Compare and contrast of leadership styles, with particular focus on servant leadership.
- Discuss principles and characteristic of a servant leader, strengths and criticisms of the approach and discuss how judges may use the concept.
- 90-minute program, so let's get going.

Tip of the Cap

Dr. Christine Wilkinson &
Marcus Reinkensmeyer

Audience Participation

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The image shows a screenshot of a Mentimeter poll invitation. At the top, it says 'Join at menti.com use code 6345 6583' and the Mentimeter logo. The main text instructs users to go to 'www.menti.com' and enter the code '6345 6583'. To the right is a large QR code. Below the QR code, it says 'Or use QR code' and there are four small icons: a thumbs up, a heart, a question mark, and a speech bubble.

Leadership Training for Judges?

- Effective Communication
- Conflict-Resolution
- Ethical Leadership
- Effective Courtroom Management
- Empathy and Understanding
- Public Perception & Trust
- Innovation & Adaptability
- Team Collaboration
- Stress Management
- Personal Growth & Development

Leadership Training for Judges?



Leadership Training for Judges?

Take a moment to think about a person who made a positive influence in your life – a leader or mentor that you admire. . .

What qualities does that person possess?

Patient? Kind? Humble? Courageous?

Non-judgmental? Motivational?

Inspirational? Good Feedback?

Invested? Make you feel accepted?

Want good things for you? Good listener?

Trustworthy?

Overview of Leadership Styles

- Approaches to leadership are innate and instinctive.
- Refining approaches to leadership, and learning about alternatives, is learned.
- On some ways, at least as many leadership styles as there are people.
- Wise leaders have some knowledge of various types to use in various circumstances.

Overview of Leadership Styles

- Examples: (1) coach; (2) visionary; (3) servant; (4) autocratic; (5) laissez-faire or hands off; (6) democratic; (7) pacesetter; (8) transformational; (9) transactional; and (10) bureaucratic.
- Overlap for many and a continuum.
- No one size fits all.
- No single best style.

Overview of Leadership Styles

- **Autocratic Leadership:** Involves a leader who makes all the decisions and gives orders without seeking input from others. This style is often used in situation where there is a clear hierarchy, and the leader has a lot of authority. (ex. Steve Jobs, Apple; Indra Nooyi, PepsiCo.)

Overview of Leadership Styles

- **Transformational Leadership:** focused on inspiring and motivating followers to work towards a common goal. Transformation leaders are often charismatic and have a vision for the future that they are able to articulate and communicate effectively to others. (ex. Angela Merkel, Chancellor of Germany; Nelson Mandela, president of South Africa)

Overview of Leadership Styles

- **Democratic Leadership:** Involves leaders who encourage participation and input from their team members. They consider the opinions of others before making decisions and aim to create a collaborative and inclusive environment. (ex. Jacinda Jarden, Prime Minister of New Zealand; Melinda Gates, co-chair of the Bill & Melinda Gates Foundation.)

Overview of Leadership Styles

- **Laissez-faire Leadership:** Characterized by a leader who provides minimal guidance or direction to their team. They trust their team members to make decisions and take responsibility for their own work. (ex. Oprah Winfrey, media executive and philanthropist; Richard Branson, Virgin Group.).

Overview of Leadership Styles

- **Transactional Leadership:** Based on a system of rewards and punishments. Leaders use incentives and consequences to motivate their team members to achieve goals. (ex.; Ginni Rometty, former CEO IBM).

Overview of Leadership Styles

- **Coaching Leadership:** Focused on developing the skills and abilities of team members. Leaders provide guidance and support to help their team members reach their full potential. (ex. Bill Campbell, former executive at Apple and Intuit; Sheryl Sandburg, COO Facebook).

Overview of Leadership Styles

- **Servant Leadership:** Focused on serving others and putting their needs first. Servant leaders aim to empower and support their team and to create a culture of trust and collaboration. (ex. Mary Barra, CEO General Motors; Mahatma Gandhi, Indian independence leader.)

Overview of Leadership Styles

- Things to consider:
 - Know yourself and what you are, and are not, comfortable with;
 - Know something about the different leadership styles;
 - Give some of them a try and see what works; and
 - “Leadership agility,” aka being able to combine different aspects of leadership styles and move from one to another.

Leadership Qualities



Servant Leadership

- Focus on a people-first mindset.
- Where team members feel personally and professionally fulfilled, they are more likely to be effective and consistently produce great work.
- Emphasis on satisfaction and collaboration, servant leaders tend to be given higher levels of respect.
- Concept has numerous, ancient, sometimes faith-based origins, for sure.

Servant Leadership

- Robert Greenleaf published *The Servant as Leader*, a short essay, in 1970.
- Greenleaf worked in management research at AT&T and taught at fancy schools (Harvard, MIT, Dartmouth, etc.)
- Greenleaf wrote that “traditional leadership generally involves the accumulation and exercise of power by one at the ‘top of the pyramid,’ servant leadership is different.”

Servant Leadership

- Servant leader “focuses primarily on the growth and well-being of people and the communities to which they belong.”
- Servant leader “shares power, puts the needs of others first and helps people develop and perform as highly as possible.”

Servant Leadership Characteristics

- (1) listening
- (2) striving to understand
- (3) healing
- (4) awareness
- (5) persuasion
- (6) conceptualization
- (7) foresight
- (8) stewardship
- (9) commitment to the growth of people
- (10) building community

Application of Servant Leadership to Judges

- Putting the needs of others first
- Creating a culture of trust and respect
- Encouraging open communication
- Focusing on the growth and development of court staff
- Modeling ethical behavior and integrity
- Creating a sense of community among court staff

Benefits of Servant Leadership for Judges

- Improved morale among court staff
- Increased job satisfaction and retention
- Enhanced efficiency and effectiveness of court operations
- Improved relationships with litigants and the public
- Enhanced reputation of the judiciary

Challenges of Servant Leadership for Judges

- Balancing the needs of staff with the demands of the court
- Dealing with resistance to change
- Maintaining impartiality while still being a servant leader
- Overcoming skepticism or criticism from other judges or court administrators
- Application in the courtroom vs. outside of the courtroom

Concluding Thoughts

- Recap of the benefits and challenges of servant leadership for judges
- Call to action for judges to learn more about the concept and adopt a servant leadership approach where appropriate
- Importance of continued learning and development in the area of servant leadership
- References/resources

Questions



Discussion Questions

- ▶ How might servant leadership principles influence your interactions with court staff and other people you interact with on a daily basis? What are the challenges?
- ▶ How can servant leadership principles contribute to building and maintaining public trust in the judicial system?
- ▶ Can you think of instances where embracing servant leadership might require you to take a different approach compared to a more traditional approach?
- ▶ What strategies do you employ to manage conflicts that arise during court proceedings? How might a servant leadership approach influence your conflict resolution techniques?