Do You Serve?
Servant Leadership in Higher Education

Thursday, 01:15 pm - 02:15 pm
Room 221

Session ID: 170

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Registrar
Ivy Tech Community College, East Central Region
Who is This Guy?

• 10 years in high education
  – 5 years in records/registration

• Ivy Tech Community College
  • 121,638 statewide
  – East Central Region
    • 9,086 East Central Region
    • 3 campuses

• Why Servant Leadership?
  – Wrote graduate thesis on the topic as it relates to higher education
Overview

• What is Servant Leadership?
• Thoughts of Servant Leadership in HE
• Research of Employee Perceptions of Servant Leadership
• What things can you do to implement Servant Leadership in your office?
• Questions
What is Servant Leadership?

• Has been around awhile
  – Indian and Chinese writings with this idea date back to 570 b.c.
  – It is written that Jesus acted as a servant leader

• Modern idea introduced by Robert Greenleaf
  – Wrote the article “The Servant as Leader” in 1970
    • “It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.”
Key Components of a Servant Leader

- Collaboration
- Trust
- Empathy
- Ethical use of power
Goals of Servant Leadership

- Enhance goals of individuals
- Improve teamwork
- Increase employee involvement in the organization

“Be promoted or promotable”
Servant Leadership in HE

• Teaching
  – Many writings on this topic

• Customer Service and work with students
  – Again...many writings on this

• My question was how do staff feel about the use of servant leadership as they are led
  – Do they see the use of servant leadership
Subordinate Perception of Servant Leadership

Personal Research
Data Gathering Methods

• Survey had a brief description of what Servant Leadership is

• Anonymous 11 Question Survey
  – 7 Likert scale questions
  – 4 Written response question

• Anonymous to create comfort level to collect truly accurate data

• 77% return rate
Site and Population

• Northeast Indiana
  – Two Year and Four Year Institution
  – For Profit and Not-for-Profit

Surveyed Higher Education Staff

- Support Staff, 14
- Mid-Tier Management, 11
- Faculty, 9
- Upper-Tier Management, 0
Findings
Do you see your supervisor using servant leadership in the workplace?

Of those individuals surveyed, 61% saw their leader using Servant Leadership.
Does your supervisor work with you to help achieve your goals and objectives?

Of those surveyed, 85% saw their supervisor work with them to achieve their goals.
32% weekly, 24% monthly, 29% yearly, 9% never
Would your supervisor put your needs for project completion over personal needs?

Of those surveyed, 53% saw employee needs put ahead of the supervisor’s
If Your Supervisor Was a Better Servant Leader, Please Rate How That Might Influence Your Personal Productivity

44% of those surveyed said productivity would increase if their supervisor was a better servant leader.
How Would You Rank Your Supervisor as a Servant Leader on a 1-5 Scale, Where 1 is the Lowest and 5 is the Highest?

Of those surveyed, 56% rated their supervisor as a 4 or 5
• Written answers from those ranking supervisors either 4 or 5 (high)
  – “Supervision of support staff is interactive in regards to using his knowledge and putting the day to day needs in the office as his priority.”
  – “Personally supports problem and conflict resolution.”
  – “Often assists her staff with projects. This provides her with an excellent opportunity to stay informed without taking control.”
Written answers from those ranking supervisors either 1 or 2 (low)

- The individuals provided comments indicating that they would like to have more servant leadership in the workplace
Conclusions

• Of those surveyed, most wanted to have servant leadership in the workplace.
• Subordinates also saw servant leadership at a variety of levels.
• Almost half said that servant leadership would increase their personal productivity.
• Data also showed that increased use of servant leadership would be welcome.
Implementing a Servant Leadership Plan

Where to go from here...
Serve staff up the pyramid
Be Active in the Office

• Help employees with projects when you can
  – Pitch in, lend a hand

• Participate at all levels of the office
  – Work the front counter
  – Sign in to the phone loop
  – Roll your sleeves up
  – Not micromanagement!!

• Most important...Be Accessible
  – If they don’t see you, you must be busy
  – Open door policy
Get Employees Involved

• Hold staff meetings with participation
  – Asking staff for ideas gets them involved
  • Staff perspective also provides a new look

• Task staff to solve problems that arise
  – Who better to come up with answers than those that experience the issues
  – They may know more that you do about a given issue

• Encourage staff to join committees
  – Creates better understanding of organization
  – Exposes staff to leadership opportunities
Find and Develop Staff Goals/Needs

• Ask about desires and goals
  – Not only at annual review

• Encourage staff with goals
  – Seek out and use in house training opportunities to assist
  – Congratulate staff on success
  – Use failure as a learning experience

• Be Accessible

• Remember that all needs are not work related
Know the Outcomes...

- Serving and developing staff can lead to happy and interactive staff
  - Staff become loyal
  - Take ownership and participate more
  - Seek out solutions, then talk to you
  - Desire to lead increases
  - More efficient staff with less issues
Retention and Customer Service

• Staff that experience servant leadership
  – Interact better with customers
  – Work better with other staff
  – Reach out to serve others

• These items all lead to better customer satisfaction
  – Can lead to better retention and customer happiness
The Other Side of Outcomes

• Can lead another way...
  – Staff become skilled
  – Eligible for other opportunities

• If you are using servant leadership, this can happen
  – Not a reason to bypass servant leadership
Be Promoted

or

Promotable
QUESTIONS?
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