

SL 360 Degree Assessment

The Servant Leadership 360 is designed to provide you with an assessment of yourself as a Servant Leader as well as behaviorally-based, actionable information that can be used to form a thoughtful plan to further your Servant Leader goals.

This assessment is based on an adaptation of James Sipe and Donald Frick's model of Servant Leadership, outlined in *The Seven Pillars of Servant Leadership* (2009). Your assessment will be organized by the following pillars:

- ❖ Person of Character
- ❖ Puts People First
- ❖ Skilled Communicator
- ❖ Compassionate Collaborator
- ❖ Foresight
- ❖ Systems Thinker
- ❖ Moral Authority

Your results are intended to be used as a guide for personal development. NCOD consultation is available to assist you in understanding the information and creating a Personal Development Plan that meets your needs.

Should I take the SL 360?

The SL 360 is complementary to the traditional VA 360 and, as such, can be valuable for new and seasoned leaders. Some leaders elect to alternate between the two assessments in order to get the most comprehensive feedback with regard to leadership behaviors. Individuals who will most likely find the SL 360 useful are those who are:

- Interested in personal growth;
- Open to organizational transformation;
- Dedicated to serving first and leading second and;
- Driven to get results while promoting a positive work environment.

It is important to note that the SL 360 is not an objective measure of performance, but rather an indication of how well you are serving the people in your workplace.

For more information about Servant Leadership:

VHA National Center for Organization
Development
(513) 247-4680
VHANCOD@va.gov

VHA National Center for
NCOD
Organization Development



We are all leaders, all of the time.





Introduction to Servant Leadership

Servant Leadership is a philosophy and practice that emphasizes caring, authenticity, and putting Veterans and employees ahead of other goals. Servant Leaders strive to meet both organizational objectives and the aspirations of individual employees by encouraging their growth and development. Robert Greenleaf (1970) defines the Servant Leader as one who is servant first and leader second.

Servant Leadership is not a project or a program, but an organizationally healthy way of doing business. It is contagious and has a transforming influence. It cultivates capabilities, commitment and a personal connection to VA's mission. Servant Leadership is a platform for transformation: a foundation from which engaged employees can deliver Veteran centered service.

Background and Research Support

Researchers have demonstrated that Servant Leaders get results while promoting a positive work environment. Specifically, studies have shown that Servant Leadership is related to

- ❖ Increased organizational citizenship behaviors such as altruism, conscientiousness, and courtesy
- ❖ Increased collaboration
- ❖ Improved communication and trust
- ❖ Improved team effectiveness

Servant Leadership stresses the importance of nurturing followers, which encourages them to be more creative and engage in more helping behaviors, qualities that improve their well-being. In a comparison of “Good to Great” companies with servant-led companies between 1995 and 2005, it was found that Fortune 500 companies practicing Servant Leadership experienced a significantly higher return on investment (ROI) than those using other leadership approaches (see graph below for illustration).



Myths and Misconceptions

Myth #1: Servant Leadership requires me to be indecisive and passive.

Fact: In reality, Servant Leadership requires strength of self-mastery, strength of action and strength of relationships. Servant Leaders operate from courage, collaboration, integrity, and a strong internal compass.

Myth #2: Servant Leadership does not directly impact the performance of my team; it's just that “fluffy stuff.”

Fact: Servant leaders accomplish measurable results by helping team members grow into informed, thinking, caring, and creative people who, in turn, are committed to serving and performing at the highest possible level.

Myth #3: Servant Leadership is a management technique.

Fact: Servant Leadership is not a management technique but rather a way of life. It is an inward and lifelong journey that results from a desire to serve first and lead second.

Myth #4: I have to have power in my organization to be a Servant Leader.

Fact: Since Servant Leadership is not solely dependent upon positional authority, but also on moral authority (the ability to inspire followership), it is not limited to those at upper levels of organizational hierarchy. An important principle of Servant Leadership is that we are all leaders, all of the time.