

The Way of Servant-Leadership

Servant-Leaders seek to understand the cares, yearnings, and struggles of the human spirit.

Servant-Leaders embrace the tension between current reality (what is) and future possibility (what might be).

Servant-Leaders are risk-takers with the capacity to trust the outcomes of an uncertain process.

Servant-Leaders pay attention to the “bottom line,” but view this measure of success from multiple perspectives.

Servant-Leaders must have an intellectual *and* emotional understanding of what it means to change.

In Servant-Leadership, being a servant means putting oneself at risk, with humility and clarity that is self-sacrificing.

Servant-Leaders are accountable for the continuous renewal of the organization.

Servant-Leaders hold others accountable, but never blame.

Servant-Leaders focus their attention systemically on:

- The parts of an organization
- The relationship between the parts of the organization
- The organization as a whole

Servant-Leaders do not let their very real desire to make a difference deteriorate into a belief that they are responsible for everything.

Servant-Leaders emphasize collaboration (co-laboring – co-creating) rather than competition.

Servant-Leadership continually challenges the ego.

Servant-Leaders are living examples of integrity, courage, and love.

Servant-Leaders puts a premium on truthfulness and admitting mistakes.

Servant-Leaders have the capacity to speak their truth even when it is not what people want to hear.

Servant-Leaders are willing to compromise with others when appropriate, and therefore, do not always need to control the outcome.

Servant-Leaders take the work they do very seriously and at the same time do not take themselves too seriously.

Servant-Leadership is evocative and provocative, not predictable.

Servant-Leaders have the capacity to move to the other side, i.e., to really understand the other person’s point of view.

Servant-Leaders engage the world with gratitude and always look for the opportunity to say, “Thank You.”

James Emrich Professional Biography

Jim Emrich has 35 years of experience in the fields of general management, corporate finance, leadership development and organizational behavior.

Jim’s professional responsibilities have included: CFO of a multi-entity not-for-profit health care chain; Presidential Exchange Executive serving in the Department of Health and Human Services; Senior management at the University of Pennsylvania Medical Center and; Executive Vice President and Chief Operating Officer of a privately held enterprise that provided organizational consulting services and marketed employee assistance programs.

Jim’s undergraduate degree is from the Wharton School of Finance and Commerce with a concentration in corporate finance and his graduate degree in hospital administration is from the University of California, Berkeley. He has held adjunct faculty appointments at both the Universities of Pennsylvania and California and Bethel Seminary of the East.

During his career, Jim has served on 20 boards, both for-profit and not-for-profit, and has a particular interest in trustee governance. He is a Lilly Endowment Trustee Educator.

In 1991, Jim established a consulting practice grounded in the discipline of servant-leadership. His client engagements have been with a variety of enterprises, including: for-profit firms such as Teleflex, Inc., The Bank of Montreal, The Wilmington Savings Fund Society and Morgan Stanley-Dean Witter and ECONET; religious enterprises such as McCormick Seminary, The Sisters of Charity in New York, the Sisters of Mercy in St. Louis and Sojourners/Call to Renewal; not-for-profit enterprises such as Elwyn, Inc., Leadership Oklahoma and The Hyde School; and peace and justice organizations such as the Center for Ethical Leadership and the Martin Luther King Center. He has also been active for many years in a small action research group that is endeavoring to develop a practical theology of institutions that can be used in the workplace. Finally, he has been certified as an MBTI facilitator and an administrator of the values clarification tools developed by Corporate Transformation Tools. He has also been trained in the disciplines of Contemplative Dialogue and Appreciative Inquiry.

Jim’s guiding values are: Commitment, Community Service, Friendship, Human Rights, Independence, Making a Difference, Perseverance, Risk-taking, Trust, Vision.

Jim and his wife, Wendy, live in Swarthmore, Pennsylvania and Waitsfield, Vermont. They have been blessed with two children and two grandchildren. They are avid hikers and love to kayak.

Servant-Leader Associates



Helping to discover and develop the spirit that defines and motivates people and their places of work.

Servant-Leadership

Servant-Leadership is living clear examples that touch lightly, which enhance individual welfare and promote the common good.

Servant-Leadership and Creative Tension

The rapidity of change in our world and the increasing complexity of the interconnection (experienced by many as chaos), have begun to force us to look at the role and function of organizations/institutions in new ways. We are truly in the process of a paradigm shift in the deepest sense. The emerging organizational form is akin to the interactive learning organization. New models of leadership more appropriate to the circumstances will be required. Servant-Leadership is one such model.

The traditional model for organizations focuses on order. It is characterized by the exercise of command, the pursuit of control, the goal of consistent execution with a focus on individual performance. The polar opposite of this form is characterized by the exercise of compassion, the nurturing of commitment, the goal of continuous learning with a focus on team performance. It is a world view stressing freedom.

Dynamic people, organizations and societies live in an environment of creative tension between order and freedom. Servant-leadership attends to this creative tension by focusing on the central issues of identity, spirit, vision and mission.

The Essence of Work

Work is about the search for daily meaning as well as daily bread, for recognition as well as for cash, for astonishment rather than torpor; in short, for a sort of life rather than a Monday through Friday sort of dying.

Studs Terkel

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Services

Servant-Leadership is the foundation of all services provided. Our preferred approach is to be involved with a relatively small number of clients over an extended period of time, working at multiple levels of the enterprise. Services include:

Leadership Assessment and Sojourning Using survey-feedback instruments supplemented by intensive personal interviews, a leadership profile is developed for the client executive. Ongoing "coaching" services are available as needed. People who are intellectually curious, spiritually seeking, socially committed and entrepreneurially motivated, value these "coaching" services most.

Leadership Retreats Using case materials, experiential exercises, stories and poetry, the practical application and philosophy of servant-leadership are shared by a leadership group.

Organizational Assessment Through a series of action/planning sessions, the mission of the organization is examined in terms of the underlying vision and spirit and in terms of how it is explicated in focused investments in key assets, programs, markets, channels and core competencies. How the organization understands and measures its performance is also critically examined.

Community Listening Forums The customers, clients, and constituents of the organization are engaged in focused conversations about current performance and future potential, in sessions ranging from one-half day to three days including as many as 500 people.

The Principles of How Servant-Leader Associates Works With You

1. Our primary objective is to serve you and thereby grow ourselves, since the act of serving is mutual.
2. We do not have any preconceived solutions to meet your needs and challenges.
3. As an external consultant we will have a different perspective than you, neither better nor worse.
4. We are co-investigators/learners with you in your continuing journey of growth and development.
5. Our major responsibility is to help you develop your own capacity, individually and collectively, to serve and lead.