

Going Down Deep: The Leadership - -- Stewardship Dialectic

Richard A. Hanson, Ph.D.

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References Cited

1. Leadership is an Art by Max DePree: Doubleday, 1987. "The book is about the art of leadership: liberating people to do what is required of them in the most effective and humane way possible." "Leaders owe people space, space in the sense of freedom. Freedom in the sense of enabling our gifts to be exercised." "Participative management is not democratic. Having a say differs from having a vote."
2. Let Your Life Speak: Listening for the Voice of Vocation by Parker J. Palmer: Jossey-Bass Inc., 2000. "Our deepest calling is to grow into our own authentic selfhood, whether or not it conforms to some image of who we *ought* to be. As we do so, we will not only find the joy that every human being seeks - we will also find our path of authentic service in the world."
3. Teaching a Stone to Talk: Expeditions and Encounters by Annie Dillard: Harper and Row, 1982. "In the deeps are the violence and terror of which psychology has warned us."
4. Stewardship: Choosing Service over Self-Interest by Peter Block: Berrett-Koehler, 1993. "Stewardship asks us to be deeply accountable for the outcomes of an institution, without acting to define purpose for others, control others, or take care of others." "... stewardship is a means to impact the degree of ownership and responsibility each person feels for the success of our organizations, our society and our lives."
5. The Servant As Leader by Robert Greenleaf, 1970, and Servant leadership: A journey into the nature of legitimate power and greatness (25th anniversary ed.) by Robert Greenleaf. New York: Paulist Press, 2002. "The servant-leader is servant first... Becoming a servant-leader begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."

Our time Together Will Include:

- Leaders and the power of positive thinking
- Leadership development as the acquisition of skills (to manipulate the external world)
- Leadership development means to impact the degree of ownership and responsibility each person feels for the success of our organizations, our society and our lives
- Stewardship is the choice for service. We serve best through partnership, rather than patriarchy. Dependency is the antithesis of stewardship and so empowerment becomes essential



Leadership as a Direction . . .

Leadership: An
upward journey to
abstraction?

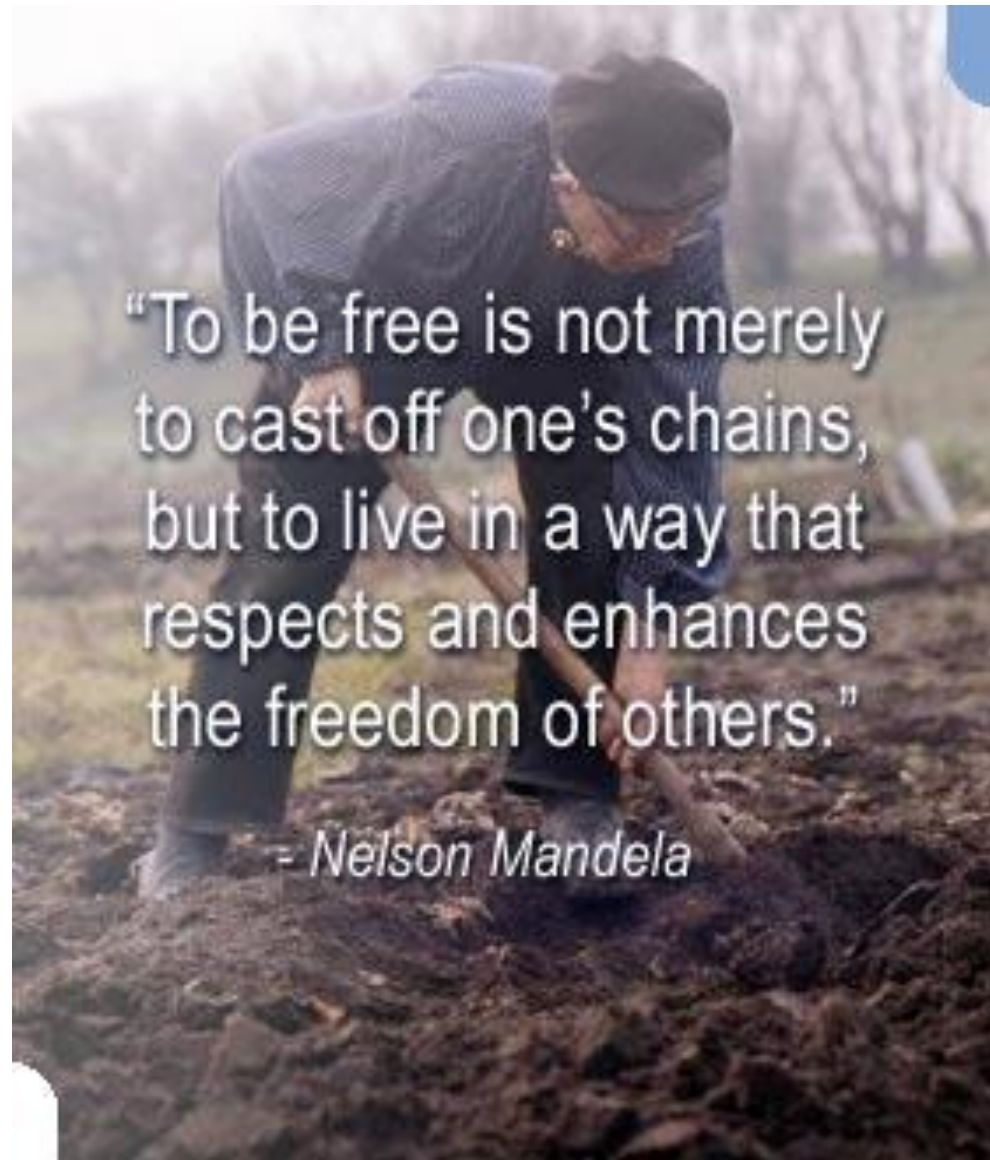
OR

A journey
downward and
inward?



A Leader . . .

- Is one who serves.
- Defines reality.
- Is a servant.
- Does not inflict pain; a leader bears pain.
- Knows the group is as important as the leader.
- Knows there is no formula.
- Is covenantal.



" In the deeps are the violence and terror of which psychology has warned us. But if you ride these monsters deeper down, if you drop with them farther over the world's rim, you find what our sciences cannot locate or name, the substrate, the ocean or matrix or ether which buoys the rest, which gives goodness its power for good, and evil its power for evil, the unified field: our complex and inexplicable caring for each other, and for our life together here. This is given. It is not learned."

Teaching a Stone to Talk:
Expeditions and Encounters
by Annie Dillard

From this we learn . . .

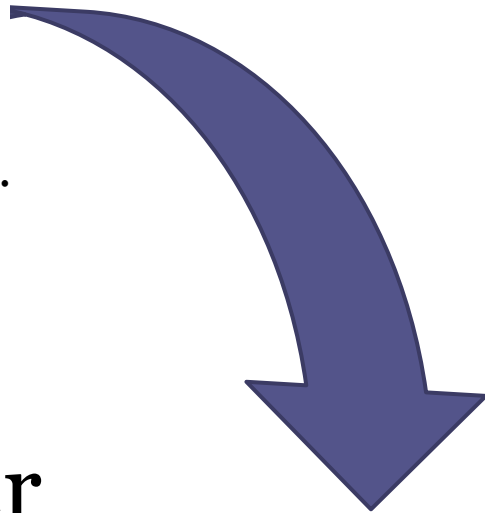
- The journey moves downward and inward, not upward toward abstraction
- The journey moves toward the hardest concrete realities of our lives
- On the way down we will meet the violence and terror we have within ourselves that we project outward, to our institutions and society
- If we ride the monsters all the way down, we find the most precious of all things: the unified field, community, complex and inexplicable caring for other people
- Great leadership comes from people who have touched the deep place where we are in community with one another, and who can help other people get to that place

Down and In . . .

An Inner Journey

Less Shadow and More Light

There is no way out of our inner life; The Only Way Out is Down and Through



The goal is to engender moral, visionary and humane leadership

1. The flow of cash creates more reality in our world than does the flow of ideas.
2. We create the world by projecting our spirit on it --- for better or worse.
3. We have complicity in the making of the world as it is; we are not victims of the world, we are co-creators.
4. Complicity in making the world = a source of profound hope for change.
5. People rise to leadership in our society by a tendency toward extroversion, which means a tendency to ignore what is going on inside.
6. Leadership development? Too often focus on the acquisition of skills to manipulate the external world rather than the skills necessary to go inward and make the inner journey.



President Mary McAleese, Ireland

She was Professor of Law and 1993-97 Pro-chancellor of University of Belfast. The eldest of nine children, she grew up in Northern Ireland and her family was one of many adversely affected by the conflict. She is an experienced broadcaster, having worked as a current affairs journalist and presenter in radio and television with Radio Telefís Éireann. She has a longstanding interest in many issues concerned with justice, equality, social inclusion, anti-sectarianism and reconciliation but never engaged in party politics

Nelson Mandela served as President of South Africa from 1994 to 1999, and was the first South African president to be elected in a fully representative democratic election. In 1962 he was arrested and convicted of sabotage and other charges, and sentenced to life in prison. Mandela served 27 years in prison. Leadership from going down and deep.



The Shadows of Leadership

Out of the Shadows, Into the Light

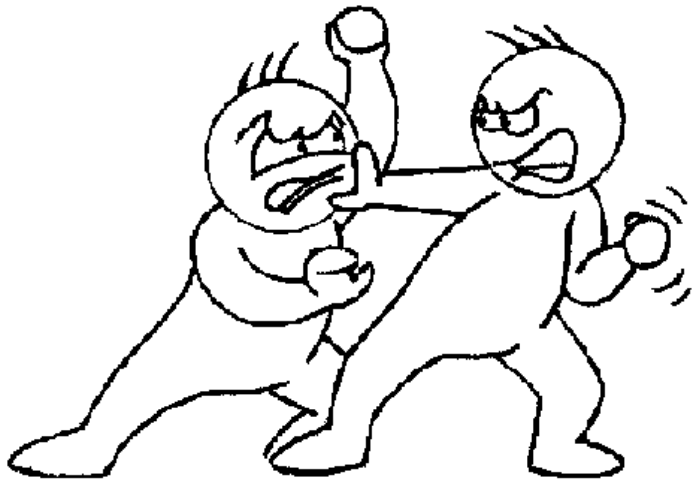
1.

Deep Insecurity About
Their Own Identity,
Their Own Worth

INSECURITY

2.

The universe is essentially hostile to human interests and life is fundamentally a battleground



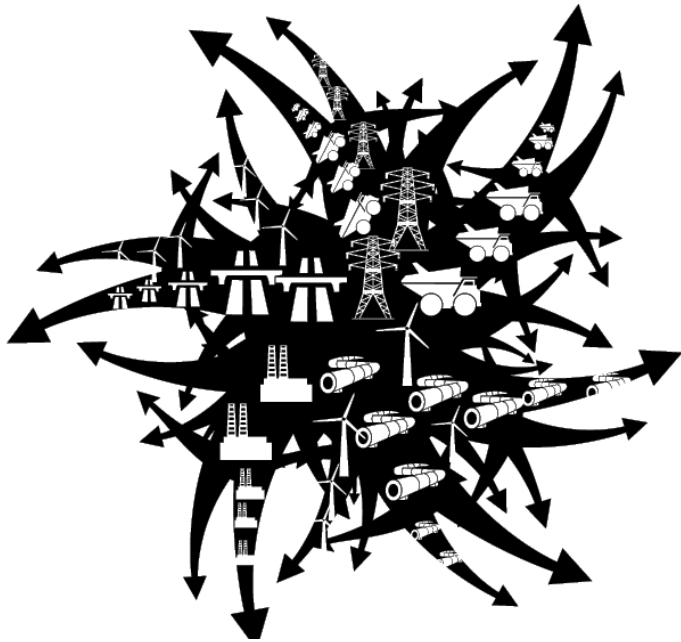
Competitive

to squash your competition

3. Functional Atheism



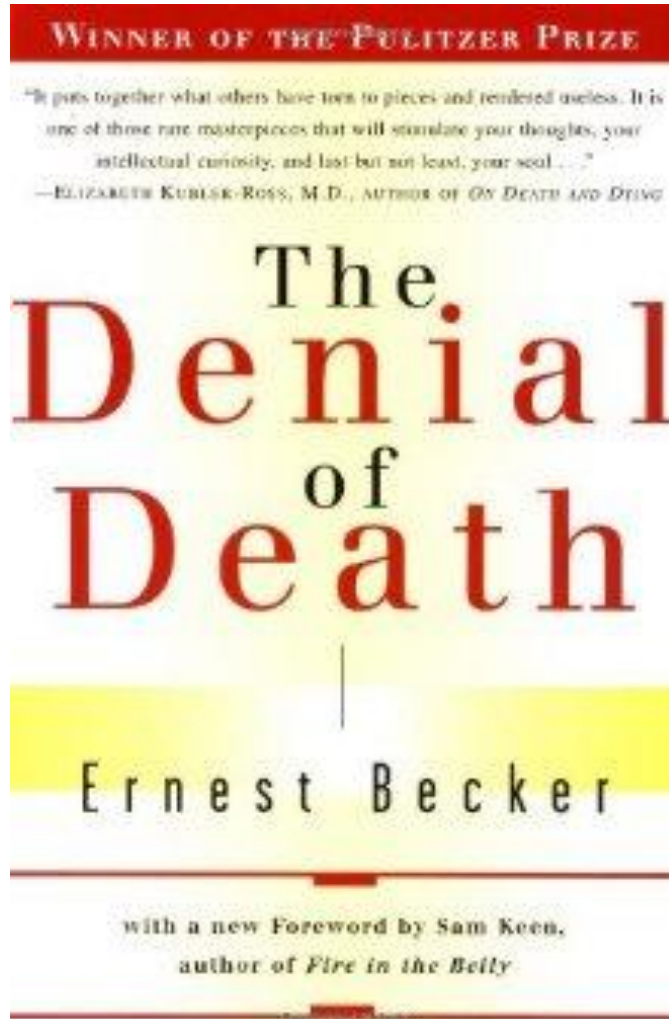
4 • Fear



... Of Chaos

5.

Denial of Death



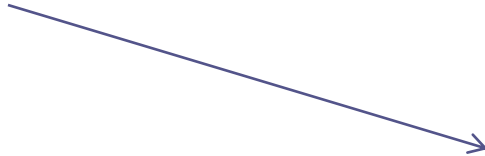
Goals for Our Campus





The “Metrics of Joy”

strengthen the capacity to
pay attention



Take the “inner journey”



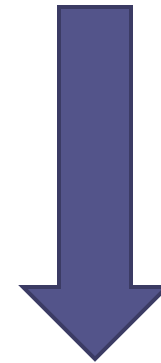
strengthen the capacity to nurture the
satisfaction and well-being of students and
employees



Overcome the shadows of
leadership to create a more
sane, more sensible, more
supportive institutional
environment

- An engaged campus: consciously committed to reinvigorating the democratic spirit and community connections (all aspects of campus life: students, faculty, staff and the institution itself.)
- An engaged campus = service learning (integration of community service into academic study)
- An engaged campus knows knowledge cannot be separated from purpose
- The engaged campus is not just located within a community, it is intimately connected to the public purposes and aspirations of community life itself.
- The engaged campus is unable to separate its unique responsibility for the development of knowledge, from the role of knowledge in a democratic society to form the basis for social progress and human equality.

An Engaged Campus



Servant Leadership as Stewardship

- Servant Leadership begins with the natural feeling that one wants to serve first.
- Conscious choice brings one to aspire to lead.
- The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served.
- The test: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?
- Servant leadership is a long-term, transformational approach to life and work
- A way of being that has the potential for creating positive change throughout our society.



Building a Life of Stewardship

Summary of Learnings

Stewardship

Leadership

The Shadows of
Leadership

The Journey
Inward and Down

An Engaged Campus

“Waking up” is a process.

Students who, class after class, see their peers taking a service-learning option, and hear their peers speak with passion about their experiences, will eventually get involved.



Make it So!

Thank You!

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