



Regent University Graduate School of Business

A Magazine for
Christian Leaders
and Managers

THE REGENT BUSINESS REVIEW

ISSUE 4

**What Does “Christian” Mean
on Monday Morning?**



What it means for Sunday to affect Monday

PAGES 4 - 14



A new tool to measure and improve your service

PAGE 16

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Issue 4 (March 2003)

Fast Foreword

3

8:00 Monday morning. Now what? A quick introduction to this issue of *RBR*.

What Does "Christian" Mean on Monday Morning?

Practice the Significance Principle

4

Employees are starving to feel significant. Christian managers should be feeding them.

Also: The Significance Principle at ServiceMaster

The Priorities and Practices of Christian Managers

9

What do Christian managers actually do on Monday morning? A study of over 300 of them reveals some important answers.

The Seven Habits of Servant Leaders

13

There is a vast and growing literature on the concept of "servant-leadership." Two experts distill this Christian-based paradigm down to its essentials.

The What Would Jesus Drive? Campaign: More "EiseJesus"

15

Would Jesus drive an SUV? A controversial ad campaign suggests that he wouldn't – and that you shouldn't either

A Better Way to Measure Service

16

There's too much at stake to measure and manage service informally. So don't. Try this instead.

Bookshelf

17

Got vision? God's vision? For more of it, check out Andy Stanley's latest book, *Visioneering*.

In Step with the Internet

18

Four workplace Christianity sites worth a visit

The Regent Business Review is an electronic magazine published by the Regent University Graduate School of Business. The mission of RBR is "to equip and encourage Christians to be more God-honoring leaders and managers." As such, we offer practical guidance about what it means to be an authentic Christian in the workplace, as well as tools for better communication, for character development, and for other building blocks of leadership excellence. Driven by a calling to make disciples in the marketplace, we seek to exhort and coach Christians to "excel still more" (1 Thess. 4:1) in their roles as leaders and managers.

We welcome your ideas about how we can make *The Regent Business Review* more useful for you, and we invite you to tell others about this unique resource. For back issues of RBR, or to subscribe, please visit our website (www.regent.edu/review) or contact us at: The Regent Business Review, Regent University Graduate School of Business, 1000 Regent University Drive, Virginia Beach VA 23464.

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8:00 Monday Morning. *Now What?*

The workplace is simply a microcosm of life generally. And if that's true, then the question we pose in this issue, "What does 'Christian' mean on Monday morning?" is really just a special case of the question: "What does 'Christian' mean?" This latter question has been tackled repeatedly over the centuries. 'Christian' means embracing a particular worldview and a set of beliefs about Jesus Christ. It means being in relationship with God through Jesus and obediently conducting your life in a way that pleases Him. And it means loving God with all your heart and loving your neighbor as yourself.

That's not a comprehensive list, of course, but the point here is that while such essentials of the faith lay the indispensable foundation for addressing the Monday morning question, the practical implications for the contemporary workplace sometimes remain unclear. Our Bible affords us abundant principles for living, but few directives about what those principles require on the job. Scripture says things like "love one another" and "be a good steward," rather than "pay a minimum of X dollars per hour" or "keep to thy budget."

So, in light of that, we Christians in management should embrace the task of applied theology. We are essentially pastors who translate Biblical principles into concrete practices that honor God. Hence, the rationale for this issue of *RBR*. Herein, we offer some answers to the Monday morning question, both to equip you to serve God in your job and to stimulate your own thinking as a workplace pastor.

More specifically, this issue offers three feature articles on this point. In the first, best-selling authors Les Carter and Jim Underwood argue that being Christian at work means, among other things, making people feel significant – letting them know that they really matter and that they are contributing something of value. In the second article, I summarize the findings of a broad Regent University study that examined what Christian managers do in the workplace – their typical practices in the areas of marketing, financial management, evangelism, and employee relations. In the third article, Kathleen Patterson and Greg Stone demystify the paradigm of "servant-leadership," shoehorning their vast knowledge in this area into a synopsis of the most prevalent management practices of Christians who lead by humbly serving others. Beyond these articles, Dave Thompson reports on a new, Christian-designed tool for measuring and improving service and, lastly, we spotlight some useful workplace Christianity websites in our "In Step with the Internet" column.

What does Christian mean on Monday morning? We certainly don't have all the answers (and, quite frankly, we don't know anyone who does), but we hope that when you finish reading this issue of *RBR*, you'll have a lot more answers than when you started!



Michael Zigarelli, Editor

In Our Next Issue: Perfecting Your People Skills

People skills are increasingly touted as an important competence for managers. But what exactly are they and do they really make a difference in managerial success? What are some proven techniques to improve them? And what are the best resources for cultivating people skills? All this and a new case, "How to work with people you don't like," in the next *RBR*.

Practice the Significance Principle

by Les Carter and Jim Underwood

Over forty years ago, a young salesman was struggling just to get by. After two and a half years with his company, he had learned all the skills of how to get prospects, make appointments, conduct demonstrations, handle objections, and close the sale. Yet he was not getting the job done. At one point his home phone was disconnected and the electricity cut off. When his wife gave birth to their first child, he had to scramble to make two sales to get the baby released from the hospital.

At a sales meeting in Charlotte, North Carolina, this young man encountered an older gentleman who had been watching him and who believed he had great potential. He pulled the salesman aside for a private conversation and told him he had the ability to be national sales champion and someday he should be an executive in the company . . . if he just believed in himself and worked from an organized schedule. These were foreign words to the salesman, yet his respect for his mentor caused him to take them to heart and actually live as if they might be true.

Prior to this conversation, the salesman had seen himself as “a little guy from a little town.” The tenth of twelve children, he had been raised by a single mother whose husband died early. An average high school student with only a few minor

accomplishments, he had tried his hand at college but quickly dropped out, hoping to make it big in the world of business. At the time his mentor spoke with him, this young salesman was riddled with personal doubts.

Whether in a boardroom or a loading dock, people need to hear that they matter and that they are valuable

Yet that conversation began a remarkable turnaround. After the talk, he developed an entirely different picture of himself. This talk “gave me a tremendous boost in confidence and self-acceptance, and for the first time in my life, hope was born,” he said. “My hopes were high, so I worked harder and asked prospects to buy more often. In overcoming my doubts about my future, I was able to overcome the inhibitions and reluctance to work hard and make the effort to get the sale.”

By the end of that year, the salesman had risen from obscurity to become number two of the seven thousand salespersons in the company. He received a promotion to management, then the next year became the company’s highest paid field manager in the country. Two years later he became the youngest divisional supervisor in the

company’s sixty-six-year history. He determined never again to be a “little guy from a little town” struggling for survival, but instead would strive to accomplish much.

This salesman, Zig Ziglar, is recognized today as a leading authority in motivation and personal training. An author of several books, he has spoken internationally before audiences of thousands. Chances are, you’ve heard of Zig, the little guy from Yazoo City, Mississippi, who made it big.

But do you know P.C. Merrell?

P.C. Merrell was the man who saw something in Zig that Zig did not see in himself. It was P.C. Merrell who took it upon himself to guide a young man who needed an encouraging word. Seeing beyond the numbers game that accompanies quotas and monthly reports, P.C. Merrell saw the person, a young man with talent who had not yet learned to tap into his own significance, his value to both customers and the company.

Have you ever known a P.C. Merrell? Has someone ever said to you, “I believe in you”? Or have you ever been someone’s P.C. Merrell? Are you the type of person who actively seeks out people in order to touch them at the inner place of value? You can be. Start by understanding

“The Significance Principle” and then use that understanding to empower and motivate people to reach their potential.

The Significance Principle

The basic, driving force of human behavior is the desire for acceptance, understanding, appreciation, and recognition. The need for significance is such a powerful aspect of our personality that it motivates us to identify with success and just as powerfully motivates us to avoid failure and conflict.

As soon as you entered the world, you screamed and cried. In essence, you said: “Hey, somebody needs to take care of me now.” When someone wrapped you in a warm blanket and held you securely, you calmed down and added,

The basic driving force of human behavior is the desire for acceptance and recognition

“Now there, that’s more like it.” In the days to follow you repeated many such messages hundreds, even thousands of times.

What prompted you during your first moments of life to communicate so powerfully?

The significance principle. Instinctively you felt a need, a right, to be held in high regard. You were searching for someone to tell you: “I think you’re important,” or “You have value,” or “Your needs are legitimate.” You wanted to feel significant and you responded to the actions of those around you who recognized your need.

What would you think about a person who, at the moment of your birth, set you aside with no hugs, no tenderness, no care-taking, and then said, “As soon as you accomplish something, I’ll treat you with significance . . . but not one moment sooner.” You’d cry foul! That’s no way to treat an infant. In fact, such calloused behavior would be labeled abusive, even criminal.

Inherent in every life is a God-given value and worth. At the moment life begins, our Creator gifts individuals with significance. Instinctively you know you deserve it, and at some level of awareness you know others do too.

Consider carefully how the significance principle is at the foundation of many qualities, both good and bad. Can you detect how it is at the core of each of the following examples?

- In a routine social conversation, a friend exaggerates his

accomplishments, hoping for a few extra pats on the back.

- A student pushes herself to maintain an A average, driven by the need to prove herself as acceptable and respected.

Inherent in every life is a God-given value and worth

- A rookie employee feels she must be mistake-free in order to prove her worth to peers.
- A tyrannical manager feels he has to be perceived as a notch above his subordinates.
- A salesperson is calculating in what she says to her field supervisor, knowing that the wrong words could bring accusations of company disloyalty.
- A marketing executive feels he has to lower personal moral standards in order to keep the business of the customer he is entertaining.
- A worker cuts corners, knowing his boss will be angry if a project is not completed on time.
- In routine conversations with friends, a person talks freely about personal successes, yet rarely reveals personal flaws or struggles.

Want to Write for *The Regent Business Review*?

The *Regent Business Review* is currently assigning articles to excellent Christian writers who have significant insights to share with Christian leaders worldwide. If you’re interested in writing for *RBR*, please review our writers’ guidelines, posted on our website (www.regent.edu/review). All topics germane to business, leadership, and faith in the workplace will be considered.

Can you see in each example how people can be pushed to behave as they do, based on the possibility of being either denied or given significance? This factor silently underlies many of the choices we make every day. Only as we become aware of the centrality of the significance principle can we begin to understand why we do what we do – and why others do what they do. By gaining this awareness, we have the opportunity to turn losing relationships into winning relationships.

To Become a Significance Builder, Check Your Attitude

Who in your world would benefit if you regularly recognized their significance? Your customers? The clerical staff? Subordinates at work? Your boss? Family members? The guy in the car in front of you? The check-out clerk at the supermarket?

Probably a lot of people. But *knowing* the significance principle is simple. *Living* with it as a guide – being aware of its many applications – is another story. To consistently apply it, you will need to honestly assess your behaviors and attitudes. To help you do this, we have compiled a list of ten qualities valued by most true builders of significance.

Significance Builders:

Practice humility. They enter relationships with a realistic understanding of their own shortcomings and a realization that they, too, are human.



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Proactively focus on others. They seek to understand the needs and perspectives of others.

Practice integrity. They understand that honesty and trustworthiness are bedrock qualities of any successful relationship.

Deal positively with conflict. They realize that moments of conflict, when handled in a positive manner, can be turned into opportunities for improved communication.

Live the significance paradox. They understand that true success is the result of first affirming the significance of others. They put team goals ahead of personal goals.

Openly encourage others. They understand the life-changing power of encouragement.

Use ceremony to recognize others' significance. They understand

that the public recognition of others' accomplishments and qualities is one of the most important ways of affirming their significance.

Commit to personal accountability. They develop relationships with those who will help them maintain pure motives and right relationship skills.

Actively work to right wrongs. They willingly accept feedback and look for ways to repair damage that might have been caused by their own actions.

Are committed to excellence. They realize the quality of their work often serves as the starting point for others' success.

It's Up to You

Businesses spend billions of dollars each year to improve corporate performance. While

they must give attention to changing trends and organizational efficiency and improved procedures, they will under-perform – or they may even fail – if they ignore the significance of their people.

So it's up to you. Adopt the ten attitudes of significance builders and choose to act in ways that affirm the value and dignity of others. Whether in a boardroom or a loading dock, people need to hear the message: "I recognize your unique qualities. You matter and you are valuable!"

Excerpted from *The Significance Principle: The Secret Behind High Performance People and Organizations*, by Les Carter and Jim Underwood (Broadman & Holman, 1998). Used by permission of the authors.

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The Significance Principle at ServiceMaster

ServiceMaster is a multi-billion dollar outsourcer for facilities management, employing or managing over a quarter-million people in 45 countries. Under brand names like Terminix, TruGreen - ChemLawn, ServiceMaster Clean, Merry Maids, and American Home Shield, their core services include cleaning hospitals, schools, long-term care facilities, and homes, as well as providing food service, lawn care, appliance repair, and home inspection.

In his best-selling overview of the company, *The Soul of the Firm*, Bill Pollard, former Chairman of the Board, says this of the company's employee management philosophy: "People want to work for a cause, not just a living" (p. 45). He explains that working for a cause builds self-esteem and purpose for the employee, and for the organization, it boosts productivity, customer service, and ultimately profit.

The company's implementation of this strategy is perhaps best illustrated by Chuck Colson and Jack Eckerd in their book, *Why America Doesn't Work*. Ken Wessner, then-CEO of ServiceMaster, was on-site to consummate a contract with a new client, a municipal hospital. To the puzzlement of the hospital's chief-of-staff, Dr. Underwood, Wessner requested to meet with the doctors, nurses and technicians before he met with the maintenance staff (the people ServiceMaster would be managing).

The meeting with the professionals began like this:

"Ours is a very complicated business that appears deceptively simple," Wessner said. "Some may regard the cleaning business as menial and beneath them. But at ServiceMaster, the housekeeper, window washer, or floor finisher is just as important as the Ph.D. we employ to research and develop products. We begin each new contract with the belief that every individual's work is valuable and dignifying. That's why we try to maintain the current staff. It's also why I asked to meet with you today before I meet with the staff."

Curious glances ricocheted around the table until a surgeon broke the silence. "What do we have to do with how you clean the buildings?"

"Well, you will help us train," Wessner said. "We have put a great deal of thought into our training programs. We want our employees' lives enriched by what they do each day. To do that, we need you help."

"I don't think my colleagues understand what it is we are to do," said Dr. Underwood.

"Each month we hold Housekeeping Councils for our employees. This is a thirty to forty-five minute training session where every employee is briefed on various aspects of hospital operations. For example, I hear you have some new radiology equipment here. We would ask one of you to come in and explain how the equipment is used generally, who it helps, and how it helps them."

"Do you expect janitors to understand radiology?" asked one of the radiologists incredulously.

"No, but we do expect them to be able to see the vital part they play in the mission of the hospital and its various functions. It connects them to a greater goal and inspires commitment to quality, cleanliness, and even those of you on the professional staff."

Excerpted from *Why America Doesn't Work*, by Charles Colson and Jack Eckerd, © Word Publishing 1991. Used by permission of the publisher.

The Priorities and Practices of Christian Managers

By Michael Zigarelli

What do Christian managers do on Monday morning? There are plenty of resources that tell us what these managers *should* be doing. Resources that cull and apply managerial principles from Scripture. Resources that use the life of some Biblical figure as normative for our day. Resources that offer theological frameworks for management and leadership. Many of these are great. Others seem like mere musings from some guy with a word processor and a publishing contract.

There is some information available about what Christian managers actually do, though. For example, we can glean an assortment of answers from anecdotal books by CEOs like Bill Pollard (*The Soul of the Firm*), John Beckett (*Loving Monday*) and Truett Cathy (*Eat Mor Chikin: Inspire More People*). From such books, we gain insight into how the faith is implemented in individual companies. If we want to look across companies, one of the few books to date has been Laura Nash's *Believers in Business*, an incisive study of the challenges faced by 75 evangelical CEOs who seek to apply their faith in the marketplace.

Wanting fuller answers, we at Regent University took a more

far-reaching approach to the question, soliciting detailed surveys from over 300 committed Christians in managerial positions

What do Christian managers do on Monday morning? More than 300 of them candidly told us

(“committed” is measured by their membership in one or more of the many organizations for Christians in management). More than half of those we surveyed (59%) are in top management positions (VP or higher), and most (63%) work in the for-profit sector. They average 45 years of age, 28 years as a Christian, and 15 years of management experience. From the data these managers so generously proffered, we reached several conclusions about how Christians manage on Monday morning. This is what we found.

They Are Highly Customer-Focused

Christian managers know that identifying and meeting customer needs is elemental to the survival and growth of an organization. In fact, when we asked our managers to rank the importance of various

stakeholder needs, “customer needs” ranked a clear first, followed by the needs of employees, one’s own boss, the shareholders, the local community, suppliers, and creditors. Almost two out of every three (63%) ranked customer needs first, with another twenty-five percent giving customers the silver medal.

There are many practices manifest by this customer focus, including diligent customer service and careful measurement of customer satisfaction, but foremost among these practices is the avoidance of misrepresentation or false advertising. Almost all agree that they avoid overselling what their product or service can do, with a full two-thirds of Christian managers in “strong” agreement.

They Are Stewards of Their Finances at Work

The Bible teaches that Christians are to act as stewards, not owners, of the financial resources at their disposal. In a workplace setting, this would mean that they are to be stewards of their budget, stewards of the firm’s profits, stewards of charitable contributions, stewards of the congregation’s tithes, and so on.

The Christian managers we surveyed seem to understand and embrace this theology, with six in ten strongly agreeing that: “At work, I consider all the financial resources at my disposal to really be God’s resources,” and another 22% in moderate agreement. In practice, this translates into among other things, significant sensitivity to budgetary constraints and a meticulous attention to on-time payment of work-related bills.

witnesses verbally on a daily basis—about the same ratio as those who witness once a week, once a month, and less than once a month.

They Usually Make Employee Needs a Priority

Many Christian managers genuinely do care about their employees. As noted above, when these managers were asked to rank the importance of various stakeholder needs, “employee needs” ranked second. Delving a little further into that attitude, we found that a majority of these managers (55%) say they “strongly agree” with the statement: “It is a high priority for me to serve the needs of my employees,” and another 33% report “moderate” agreement with this statement. All told, that’s about nine out of ten (88%) agreeing that serving employees is a “high priority.”

What does that mean on Monday morning? Several things. For starters, more than four out of five moderately or strongly agree that:

- It’s their job to reduce the work-related stress of employees (82%)
- It’s their job to resolve conflict among their employees quickly (83%)
- It’s their job to develop their employees’ careers (84%)

And beyond creating a low-stress, high-development work environment, the primacy of employee needs also translates into being approachable, soliciting input from

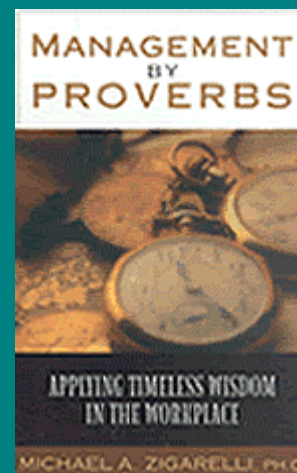
Customers clearly rank first among stakeholders

They Are Diverse When It Comes to Evangelism

How much of a priority is verbal witnessing for Christian managers? For some, it’s a significant one. About one in four of those we surveyed “strongly agree” that witnessing is a priority for them at work. Another two in four also agree—but with less enthusiasm—that it’s a priority. So overall, this group of managers (most of whom are from the evangelical tradition) appear to embrace the idea of “everyday evangelism,” viewing witnessing as something they should do on a regular basis.

That’s not to say that they embrace “evangelism everyday,” though. Of those who say that they do witness at work, the frequency of that witnessing varies tremendously, from daily to less than once a month. Approximately one in seven

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employees, and recognizing employees for their efforts. However, it does not translate into factoring personal or family needs into pay raises. Let's briefly unpack each of these practices.

Christian managers embrace everyday evangelism, but not evangelism everyday

They Are Approachable

Overall, Christian managers are reasonably approachable at work. On average, they "moderately agree" with the statement: "My employees would say that they can talk to me about almost anything," and almost four in ten (37%) "strongly agree." Female managers tend to be a little better at this than are men: more than half of the female respondents "strongly agree" that their employees can talk to them about anything, whereas only about one-third of the male respondents "strongly agree."

They Often Solicit Advice from Others

Solomon advised us about advice: "Plans fail for lack of counsel, but with many advisors, they succeed" (Proverbs 15:22). So we asked about the extent to which managers solicit input from their employees and by and large, it appears that Christian managers have adopted the proverbial wisdom. Forty percent claim to seek employee input on a daily basis for

decision-making, and another forty percent say they seek input "every few days."

They Deliver Praise Regularly

Throughout Scripture, Christians are called to be encouragers of those around them (see, for example, 1 Thessalonians 5:11, Proverbs 15:23, Proverbs 31:31). In the context of the workplace, this means that it is the responsibility of the Christian manager to recognize and affirm employees for their efforts—to pat them on the back for a job well done, to commend and publicize their successes, and to actively support their continued effort on behalf of the organization.

Accordingly, we asked our managers how often they deliver some sort of praise to an employee and found the average answer to be about every three or four days. Looking a little closer at these results, we found that more than one in three managers (35%) claim to praise employees every day. As with approachability, most of these habitual affirmers are female. Fifty percent of the women surveyed, as compared with about one-third of men (32%), report delivering praise daily.

They Raise Pay Based on Performance and Effort, But Not Need

Compensation is one area where Christian managers tend to subordinate employee needs to traditional business concerns. We asked our managers to rank the following

five criteria for giving a raise: the employee's performance, the effort of the employee, the family need of the employee, the retention of the employee, and the inflation rate. Like many of their secular counterparts, Christian managers accord the greatest weight to the employee's performance. A whopping 75% ranked performance the number one consideration, with another 22% ranking it second.

Lest we think that Christian managers are too business-like when rewarding employees, we should note that "employee effort" ranked a clear second among the five pay raise criteria. Apparently, trying hard really does count if you ask Christian managers. It's not just results that matter.

Rounding out this analysis, we found that "employee retention" ranked third when

Most Christian managers seek to meet employee needs, but not at the expense of broader organizational needs

giving a raise, ahead of family need and the inflation rate, which are statistically tied for last place. This latter finding is noteworthy. When juxtaposed with managers' magnanimous practices in the "cost-free" areas of employee management (e.g., praising others, soliciting advice, being approachable), this resistance to considering "employee family needs" in raising pay is telling. It may be the case that Christian

managers seek to meet employee needs only to the point where organizational needs (like cost containment) are not compromised.

A Quick Recap

What do Christian managers do on Monday morning? The answers are important because they help to develop us as Christian leaders, yielding us creative ideas and providing us with benchmarks against which we can evaluate our current practices. Moreover,

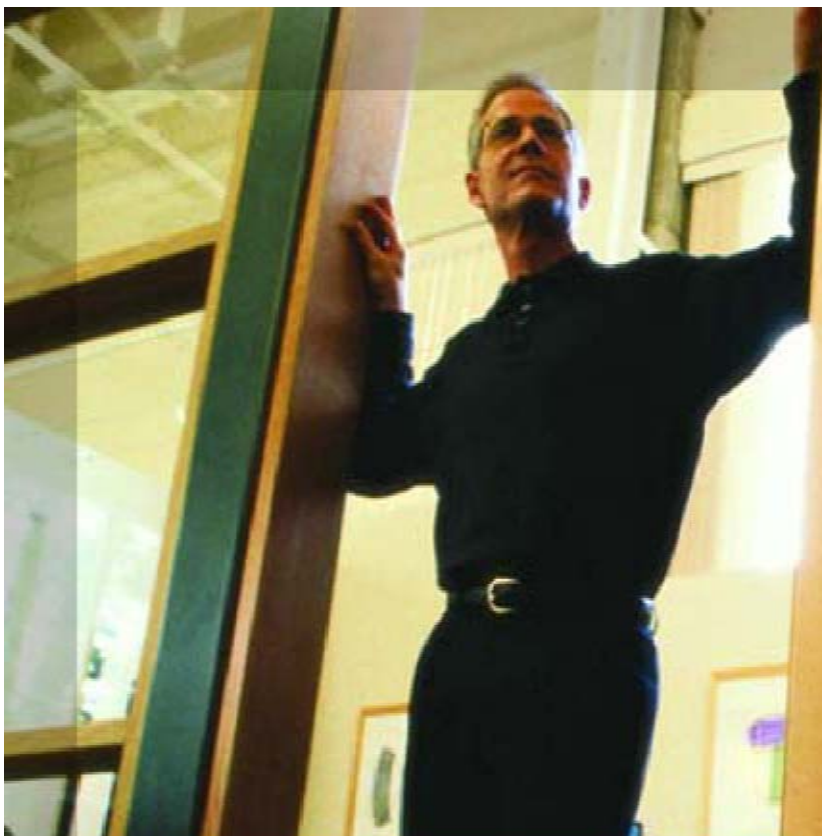
the answers assist us in discipling people to do God's work at work.


Clearly there is more we can learn about what it means to be salt and light in the workplace, but we are now starting to develop a profile of Christian management in practice: the typical committed Christian is customer-focused, a steward of finances, an evangelist in word and deed, and paternalistic to employees.

That profile is simply an

outgrowth of their divine perspective at work: 83 percent strongly agree that: "At work, God is my ultimate boss." The One who is adored on Sunday is not ignored on Monday. And it shows.

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Our Goal is Your Success

The Seven Habits of Servant Leaders

by Kathleen Patterson and A. Gregory Stone

Maybe you’ve heard of the idea. Maybe you haven’t. In all likelihood, though, you know where the idea of “servant leadership” comes from. It was Jesus himself who said: “whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave” (Matt. 20:26-27). It was Jesus himself who modeled this teaching throughout his life, God incarnate feeding the hungry, healing the sick, teaching about the kingdom, and washing the feet of his disciples. And it was Jesus himself who taught us to go and do likewise.

How does one “do likewise” on Monday morning? We’ve spent several years looking at servant leadership and reading just about everything that’s ever been written on the topic. Beyond that, and perhaps more compelling to people in the trenches of management, we’ve interviewed a number of Christians in top management who are longtime practitioners of servant leadership, to determine what the paradigm looks like in operation. Distilling all this information, we’ve found seven inter-related attributes – or “habits” to use the contemporary parlance – best define what servant leadership is and what these people do. Here’s a brief synopsis of those habits:

Habit #1: Altruism

By altruism, we simply mean selflessly helping others just for the sake of helping. It involves personal sacrifice, even though there may be no personal gain and even when it contravenes one’s own personal interest. An example

We’ve found that seven inter-related habits best define what “servant leadership” is and what these people do

of this might be the culture and practices at Southwest Airlines, the envy of a much-troubled industry. CEO Herb Kelleher repeatedly stresses that the attitude of Southwest is marked by modesty, selflessness, and altruism – a munificent focus on the needs of others rather than on one’s own needs. Accordingly, his company insists on leaders who have evidenced this dimension of servant leadership – leaders who genuinely enjoy helping others.

Habit #2: Empowerment

We’ve found in our study of leaders that often, serving employees’ needs entails empowering them, enriching their jobs and relinquishing some of your authority to them. Not easy, for sure. And

not very natural either, especially when we can hide behind the fact that many of our employees don’t have the intellectual capital to handle vertical expansion of their responsibilities. So along with empowerment, servant leaders provide generous training, coaching, mentoring, guiding – choose your development buzzword du jour. Whatever you want to call it, servant leaders seldom empower employees without educating them.

Habit #3: Humility

Leadership humility is first and foremost a recognition that one does not have all the answers. And as we’ve seen from Jim Collins, when it exists at the very top of an organization, it can take that organization from good to great.

As such, we’ve found that servant leaders are humbly teachable, taking the position that they have a lot to learn, even those who are experts in their field. They admit freely that they make mistakes and they learn from those mistakes. They shun public adulation and instead, invest much of their time building up their employees. This latter practice is a function of Habit #4.

Habit #4: Love

Servant leaders genuinely care for others and are truly

interested in the lives of followers. It's not just a polite hello when they pass by the work station. Rather, this agapao love, as has been said by many before, is a disposition that people are not just hired hands, but hired hearts.

This may all sound clichéd, but it's radical stuff, authentic love, and it may take a lifetime to cultivate. In operation, it's evidenced by myriad practices, among them lavish encouragement, patience with mistakes, gentleness in correction, attention to quality of work life, and compassion in responding to employee requests.

Habit #5: Service

Sounds tautological. A habit of servant leaders is that they serve. But it's important to emphasize that servanthood is not just an attitude. These people walk the talk. Whether with employees, customers, shareholders, suppliers, the local community, or any of the other stakeholders, authentic servant leaders actively meet needs of others. Of course, that creates some tensions when there are competing stakeholder needs, but the savvy servant leader seeks solutions in the intersection of these needs, pursuing a win-win solution whenever possible.

Habit #6: Trust

We've found that servant leaders know the power of trust and that they invest the countless hours doing the little things (as well as the big things) to build it. As they do, they find that trust bonds people together, making the

team stronger and more effective. It increases personal security, reduces inhibitions, encourages creative risk taking, and greases the wheels of change.

The servant leaders we've studied have the gift of making others feel comfortable and accepted. They create open, participative environments where everyone has a voice. As a result, the whole system benefits, as trust begets more trust and as relationships are fortified. The shackles of fear are removed to allow people to work innovatively.

Habit #7: Vision

If a strategic plan is the blueprint for an organization's work, then the vision is the artist's rendering of that plan as it comes to fruition. Servant leaders are visionary, but not just with respect to the organization. On an individual level, they see where their people can be someday, not just where they are today. They help people pursue and achieve their potential, thereby serving employees' high-level needs for self-actualization.

FOR FURTHER READING ON SERVANT LEADERSHIP:

Upside Down: The Paradox of Servant Leadership by Stacy Rinehart, (NavPress, 1998)

Leadership by the Book: Tools to Transform Your Workplace by Ken Blanchard, Bill Hybels, and Phil Hodges (William Morrow., 1999)

Focus on Leadership: Servant-Leadership for the 21st Century by Larry Spears, Michele Lawrence, and Ken Blanchard (Wiley, 2001)

Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers by Larry Spears and Max De Press (Wiley, 1995)

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The *What Would Jesus Drive?* Campaign: More “EiseJesus”

By now you’ve probably seen the ads, or at least heard about the controversial campaign. “What would Jesus drive?” asks an empathetic voice as the viewer is treated to images of a prayerful, reflective Christ, facing heavenward. At first glance, it has all the markings of yet another transparent attempt to use our Savior to advance a political agenda.

Over the past few years, we’ve increasingly witnessed the brazen, shameless exploitation of Jesus for promotional purposes. “**How would Jesus vote?**” is the loaded question now asked openly by folks on both sides of the political aisle. “**Would Jesus be in our parade?**” query gay-rights activists, quickly assuring us that he would be *leading* the parade. “**Would Jesus change the Georgia state flag?**” He would, according to Georgia’s governor Roy Barnes. “**What would Jesus do as a CEO?**” asks *Jesus CEO* author Laurie Beth Jones, only to respond with 318 pages of dubious theology and bad hermeneutics.

So now it’s: “What would Jesus drive?” We Christians have rightly learned to be suspicious of such campaigns. Some behind this particular effort are avowed earth-worshippers, people who, if they owned a Bible, would use it to kill roaches running across their granola-laden kitchen counter. People like this should not be

permitted to touch – much less alter – our worldview.

But at the same time, there are some legitimate, Bible-believing scholars and pastors who are also behind the wheel of this initiative – people like Richard Mouw (President of Fuller Seminary), Vernon

We Christians have rightly learned to be suspicious of such campaigns

Grounds (Chancellor of Denver Seminary), and Ron Sider (President of Evangelical for Social Action). What that means is that for this particular campaign, there may in fact be a baby mixed in with the polluted bathwater.

While some of us, *RBR* included, will surely question whether Jesus would condemn sport utility vehicles (as the campaign confidently asserts), it is possible that there may be some vehicles that Christians should not drive. A few years ago, I saw, in my church parking lot, a top-of-the-line Mercedes sporting a Christian fish symbol containing the letters “WWJD” (D as in *do*, not *drive*). I wondered if the owner really thought that Jesus would buy a \$130,000 Mercedes. Somehow, I can’t see Jesus doing that (surely Jesus wouldn’t buy anything

more expensive than the Volvo that I own!).

But if that’s true – if Jesus wouldn’t buy a car for six figures – then it means there’s a line: a line between acceptable and unacceptable cars for us to purchase as Christians. Taking that theory to its logical extreme, if there’s a line for cars, then there must be a line for other products and services as well. Would Jesus buy an extravagant house? Would he plunk down three bucks for a pack of smokes? Would he buy a mutual fund that invests in companies that give to pro-abortion groups? Would he buy diamonds or designer clothing? The answers are not self-evident, but the questions are imperative for us to consider.

No doubt, the weakness of the WWJDrive campaign is its summary indictment of SUVs and other gas-guzzlers. The scientific jury is still out on whether global warming is real, much less whether these vehicles significantly contribute to it. But the virtue of the campaign is that, if nothing else, it reminds us Christians to think about God’s will for how we steward the resources that He has so generously provided.

The views expressed in this commentary are not necessarily the views of the Regent University Board of Trustees.

A Better Way to Measure Service

by David Thompson

Service is not only a Christian virtue, it's a core competency for any organization that wants to stay competitive. But how do you gauge the quality of service provided by your organization, department, or work group? How do you assess your service weaknesses so that you can make improvements? Anecdotally? By intuition? Through whatever data is convenient and available?

*There's too much at stake to measure and manage service informally. That's why Dr. Richard Lytle, Dean of the Business School at Abilene Christian University, created SERV*OR, a system for auditing the quality of service you provide. In this interview with RBR, Dr. Lytle offers a primer on this powerful new business tool.*

RBR: What exactly is SERV*OR and what does its name mean?

The name "SERV*OR" simply comes from the term SERVICE-ORientation. That's what the instrument measures.

In a nutshell, SERV*OR is a scientifically designed survey that audits the quality of service in an organization. We measure both the culture generally and several individual elements of service quality.

The service culture measure deals with the big picture: do

you have a culture of service excellence or something less? We call that number the "Organizational Service Orientation" (OSO) and it tells our clients whether their employees embrace the

SERV*OR, a scientifically-designed tool for assessing and improving service, is being used by more and more companies

policies, practices, and procedures that lead to service excellence, customer satisfaction, and other organizational outcomes, including return on assets.

SERV*OR also measures up to ten specific dimensions of service, among them customer treatment, service training, service technology, service rewards, employee empowerment, and servant leadership.

RBR: Servant-leadership?

Actually, it's the critical ingredient necessary for creating and maintaining an effective and positive service orientation. Servant-leaders will drive the culture, providing a "top-down" service vision that instills widespread aspirations among employees

to provide high quality service. They lead by doing and by helping, meeting the needs of employees within the work setting and setting service standards by their behaviors and their management style. In short, servant-leaders are models of service to all employees. They serve the servers – inspiring, motivating, and enabling them to achieve service excellence.

RBR: How is SERV*OR administered?

The tool can be administered electronically or by paper and pencil and we can do the administration for the client. We then crunch the survey numbers and generate results in whatever depth the client desires, organized in a way that best suits the client. We've delivered the information by department, by division, by part-time vs. full-time, and by demographics like age, tenure, title, and location.

And we've been receiving great reviews. The tool is being used by more and more companies, including Audi of America, Cox Communications, and Dawn Foods.

RBR: There are a lot of consultants out there pitching products like these, and they all seem to have a set of glowing endorsements and a client list. So beyond that, do you have any hard

**evidence that SERV*OR
provides accurate results?**

We do. Our measures have been statistically validated and then scrutinized by the academic community, a community that is zealous for rigor. In other words, the measures have survived and benefited from the academic

publication process and, for those who want to see them, they are available in our article in the *Journal of Retailing* (Winter 1998).

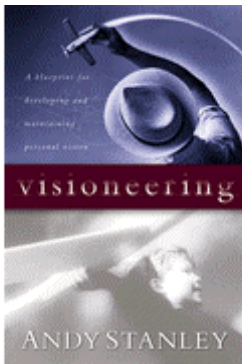
RBR: Sounds like it's worth a look. Where can people get more information?

They can contact me directly at rick.lytle@coba.acu.edu or at (915) 674-2503.

David Thompson, MBA, teaches both science and business in Palm Beach County Florida. You can reach him at DThomp6161@aol.com

Bookshelf

**Visioneering: God's
Blueprint for Developing
and Maintaining Personal
Vision** by Andy Stanley
(Multnomah, 1999)



"Everyone ends up somewhere in life. A few people end up somewhere on purpose." This captures Andy Stanley's thesis about personal vision. Stanley addresses the essential ingredients of passion, motivation, direction, purpose, and "the divine element" – the element that differentiates this book from many others that cover gaining vision. He traces the nature of a vision from its birth, through its planning, to

its final execution, discussing critical process issues like announcing a vision to others ("Going Public"), dealing with critics ("Warding Off Criticism"), and keeping everyone working toward a common vision ("Alignment").

Running parallel to this step-by-step exploration of vision is the story of Nehemiah's rebuilding of the Jerusalem wall. Stanley anchors and illustrates each of his points with a dimension of Nehemiah's struggle: his vision of a completed wall, how he came to "see" what God thought could and should be, and how this vision ultimately brought glory to the One who birthed it.

Stylistically, *Visioneering* is not designed to be entertaining, though Stanley's writing style is easy to follow and often witty. The book is also not designed to present a multitude of philosophical truths for the scholar, though I

think it accomplishes some of that as well. Rather, the style of the book is straightforward and didactic, helping the average reader to move dreams to reality. This requires an element of personalization and application of the material, so, toward that end, Stanley includes practical exercises in each chapter. Indeed, these exercises are probably the most valuable part of the book.

God has magnificent visions for our lives and He wants us to see and embrace those visions. Stanley's *Visioneering* is a helpful resource in this regard, equipping us to better see what it is we need to see.

*Review by Phillip Beavers.
Phillip is an MBA candidate at Regent University and a Baan System Engineer with Buckman Laboratories International in Memphis, Tennessee. You can reach him at philbea@regent.edu*

IN STEP WITH THE INTERNET

Four Workplace Christianity Web Sites Worth Visiting

His Church at Work

www.hischurchatwork.org

Their Mission: "Empowering Churches for Workplace Ministry." *His Church at Work* seeks to fulfill this mission by assisting local congregations to build sustainable workplace ministries that help their members understand, experience, and carry out their God-given calling of "work as ministry." The site offers newsletters, articles, forums, and special sections for "Pastors & Churches," "Believers in the Workplace," and "Workplace Leaders."

Marketplace Leaders
Helping You Fulfill God's Calling

www.oshillman.com

Os Hillman's website. Os is the president of Marketplace Leaders, an organization that helps men and women discover their God-ordained calling to their vocations. He is also director of the International Coalition of Workplace Ministries, which brings leaders in the faith and work movement together once a year for an annual summit. The Marketplace Leaders website points visitors to practical tools like magazines, books, job sites, and planners, some of which are free. It also offers a "Marketplace Mentor" program for \$15/month.

AVODAH
INSTITUTE

www.avodahinstitute.com

The primary purpose of The Avodah Institute is to help meet the spiritual needs of people in the marketplace. Their mission is "to help leaders integrate the claims of their faith with the demands of their work." The site offers news that is germane to integration of faith and work, original articles, workplace Christianity events, book suggestions, and a short, periodic newsletter.

THE AMERICAN CENTER FOR LAW AND JUSTICE

www.ACLJ.org

The American Center for Law and Justice is a nonprofit organization that does not charge for its legal services. It has a national network of attorneys who are committed to the defense of Judeo-Christian values and offers a wealth of resources on its website. Among these is an invaluable, free publication entitled *Christian Rights in the Workplace*, covering both employee religious rights and religious activities by employers.