



Servant Leadership

GLOBAL COURSEWARE

Getting Started

Servant leadership is a philosophy that involves focusing on the success of others (i.e., your employees), and in turn building better professional relationships that can benefit both manager and employee.

Workshop Objectives



- Define servant leadership
- Know the characteristics of servant leadership
- Learn to be a mentor and a motivator
- Practice self-reflection



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When you become a leader, success is all about growing others.

Jack Welch

What is Servant Leadership?

Servant leadership is a business philosophy that emphasizes that a leader, be it a manager or supervisor, focuses on the growth and development of their employees and promotes employee success.



A Desire to Serve

Don't be afraid to give of yourself in the processes and become part of their evolution.

Share the Power

- Delegating
- Asking employee opinions
- Working together on challenges or projects





Putting Others First

A leader should strive to develop relationships and even friendships with their employees and deliver feedback when necessary.

Helping Employees Grow

- Encourage goals
- Give feedback when necessary
- Listen to their questions and requests



Practical Illustration



- A Desire to Serve
- Share the Power
- Putting Others First
- Helping Employees Grow

Module Two: Review Questions

1. What is one way a leader can serve their employee?

A. Offer to help with their challenges

B. Offer to transfer them to another department

C. Give them a paid day off

D. Give them a raise

Module Two: Review Questions

2. Servant leaders must have the _____ to serve their employees?

A. Obligation

B. Desire

C. Responsibility

D. Indifference

Module Two: Review Questions

3. When a leader shares the power, it can make the employees feel what?

A. Ignored

B. Valued

C. Pressured

D. Overworked

Module Two: Review Questions

4. What is one way a leader can share the power?

A. Give more time off

B. Offer Incentives

C. Deliver constructive criticism

D. Delegate tasks

Module Two: Review Questions

5. A leader should focus on the _____ of their employees.

A. Productivity

B. Absences

C. Goals

D. Complaints

Module Two: Review Questions

6. A leader should strive to develop what with their employees?

A. Personal relationships

B. Productivity goals

C. Discipline policy

D. Communication rules

Module Two: Review Questions

7. Why should a leader help their employees grow?

A. It makes them look good

B. It benefits the whole team

C. It causes employees to be more competitive

D. It is part of their job requirement

Module Two: Review Questions

8. What is one way a leader can help their employees grow?

A. Transfer them to another department

B. Give feedback

C. Give them more time off work

D. Micromanage the team

Module Two: Review Questions

9. Servant leadership focuses on the growth and development of _____.

A. The company

B. The manager

C. Employees

D. The public

Module Two: Review Questions

10. It is a leader's responsibility to guide their _____ on the right path.

A. Business

B. Followers

C. Product

D. Company



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A leader is one who knows the way, goes the way, and shows the way.

John Maxwell

MODULE THREE

Leadership Practices

Every leader has a different approach to handling conflict and success. However, many leaders will blend different styles in order to find the right mixture for their employees.



Democratic Leadership Style

- Uses voting practices
- Employees help shape decisions
- Employees feel more valued

Laissez-Faire Style

- Do not get involved in work flow
- Some employees may lack motivation
- Managers could lose control of the team





Leading by Example

- Remember that employees look to you
- Inspire and motivate employees
- Give feedback – both positive and negative

Path-Goal Theory

- Supportive leadership
- Directive leadership
- Participative leadership
- Achievement-orientated leadership



Practical Illustration



- Democratic Leadership Style
- Laissez-Faire Style
- Leading by Example
- Path-Goal Theory

Module Three: Review Questions

1. Democratic leaders utilize input from whom?

A. Upper management

B. Other team leaders

C. Customers

D. Team members

Module Three: Review Questions

2. Democratic leadership style is not ideal for what type of situations?

A. Employee suggestions

B. Policy changes

C. Quick decisions

D. Employee requests

Module Three: Review Questions

3. Laissez-faire is a French term that means what?

A. "Allow to do"

B. "Let it go"

C. "Make it fair"

D. "Without rules"

Module Three: Review Questions

4. Laissez-faire may not provide what element that some employees need?

A. Freedom

B. Encouragement

C. Independent work

D. Structure

Module Three: Review Questions

5. Leading by example is also commonly known as what?

A. Do as I say

B. Monkey see, Monkey do

C. Follow the leader

D. Practice what you preach

Module Three: Review Questions

6. Leading by example shows employees _____.

A. They can achieve their goals

B. They have more power than the employer

C. They have achieved more than other employees have

D. They need to work harder

Module Three: Review Questions

7. The path-goal theory stresses that leaders should be what?

A. Stringent

B. Flexible

C. Focused

D. Rigid

Module Three: Review Questions

8. Under the path-goal theory, leaders should do which of the following?

A. Make a policy

B. Deliver employee feedback

C. Make a project outline

D. Identify team goals

Module Three: Review Questions

9. Every leader has a different approach to handling _____.

A. Conflict and success

B. The employees

C. Lateness

D. Requests

Module Three: Review Questions

10. Many leaders will blend different styles in order to find the right mixture for their _____.

A. Company

B. Goals

C. Employees

D. None of the above



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To command is to serve; nothing more, nothing less.

Andre Malraux

MODULE FOUR

Share the Power

For some leaders, learning to share the power can be one of the hardest obstacles they face.



Being Empathetic

Use active listening

Understand personal challenges or obstacles

Do not mistake empathy for weakness

Learn to Delegate

- Give clear instructions
- Ensure understanding before releasing
- Follow up





Their Success is Your Success

This element of servant leadership is the easiest to comprehend: a leader knows that when their employees succeed, they succeed.

Know When to Step In

Only when the employee cannot progress further, should the leader step in and offer guidance.



Practical Illustration



- Being Empathetic
- Learn to Delegate
- Their Success is Your Success
- Know When to Step In

Module Four: Review Questions

1. Empathy is not the same as _____.

A. Sympathy

B. Recognition

C. Affinity

D. Insight

Module Four: Review Questions

2. One way to be more empathetic is to do what?

A. Listen to your own feelings

B. Avoid contact with troubled employees

C. Feel sorry for the other person

D. Understand other people's obstacles

Module Four: Review Questions

3. Learning to delegate builds what with employees?

A. Immunity

B. Anger

C. Trust

D. Resentment

Module Four: Review Questions

4. When a leader does not delegate, it can lead to what?

A. The leader having more time for their own tasks

B. The leader being too busy

C. The leader having more time for vacations

D. The leader needing more workspace

Module Four: Review Questions

5. A leader can help their employee succeed in their goals by doing what?

A. Having them work with a coworker

B. Coaching them

C. Transferring them to another department

D. Giving them extra work to do

Module Four: Review Questions

6. A servant leader knows a successful team must be?

A. Strong

B. Large

C. Independent

D. Meek

Module Four: Review Questions

7. It's natural for servant leaders to want to do what with their employees?

A. Criticize them

B. Overload them

C. Ignore them

D. Assist them

Module Four: Review Questions

8. What is one sign that a leader needs to step in with their employee?

A. The employee is meeting their deadline too soon

B. The employee is not progressing

C. The employee asks for a transfer

D. The employee requests more assignments

Module Four: Review Questions

9. A servant leader shares the _____ with their employees.

A. Profits

B. Praise

C. Power

D. Penalties

Module Four: Review Questions

10. When a servant leader shares the power with employees, they become_____.

A. A better leader

B. Richer

C. More empathetic

D. None of the above



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He who has never learned to obey cannot be a good commander.

Aristotle

Characteristics of a Servant Leader

There are many qualities and characteristics that define a servant leader, including good listening skills, empathy, power of persuasion and great communication skills.



Listening Skills

Actively listen

Avoid interruption

Give your undivided attention

Notice non-verbal communication

Persuasive Powers

- Know your facts and do your research
- Aim to educate
- Know when to listen to the other side



Recognizes Opportunities



Relates to Employees

Leaders can relate to their employees because they used to be one.



Practical Illustration



- Listening Skills
- Persuasive Powers
- Recognizes Opportunities
- Relates to Employees

Module Five: Review Questions

1. What is one way to improve listening skills?

A. Practice lip reading

B. Record all of your conversations

C. Practice active listening

D. Make everyone write down
what they want to say

Module Five: Review Questions

2. What is one form of nonverbal communication?

A. Volume

B. Body language

C. Vocabulary

D. Diction

Module Five: Review Questions

3. Persuasion is not the same as what?

A. Education

B. Promotion

C. Convincing

D. Coercion

Module Five: Review Questions

4. What is one way to improve methods of persuasion?

A. Do your research

B. Read a lot of books

C. Ask a friend

D. Lie about what you know

Module Five: Review Questions

5. The ability to recognize opportunities is sometimes called what?

A. Knowledge

B. Job placement

C. Foresight

D. Transfers

Module Five: Review Questions

6. One way to recognize opportunities for employees is to do what?

A. Perform formal evaluations

B. Ask their coworkers

C. Transfer the employee

D. Ask the employee what they like

Module Five: Review Questions

7. Being able to relate to an employee is similar to what?

A. Being sympathetic

B. Being empathetic

C. Being flexible

D. Being stringent

Module Five: Review Questions

8. Being able to relate to an employee helps to do what?

A. Nothing

B. Make them feel pressured

C. Decrease productivity

D. Build their confidence

Module Five: Review Questions

9. Leaders must be able to listen to their _____ and actually hear what they are saying and what they are needing.

A. Conscience

B. Customers

C. Suppliers

D. Employees

Module Five: Review Questions

10. Some leaders confuse power and authority with _____.

A. Being an effective leader

B. Being a boss

C. The power of persuasion

D. Being a friend to their employees



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*As we look ahead to the next century, leaders will be those
who empower others.*

Bill Gates

Barriers to Servant Leadership

Delivering excessive criticism, demanding action from employees, and simply refusing to engage with them, can create the complete opposite effect.



Excessive Criticism

Is this helpful?

Can it be worded more effectively?

Can I offer any positive notes with it?

Doing Everything Yourself

- Give employees a chance to ask questions
- Follow up to ensure the task is completed





Sitting on the Sidelines

A servant leader is involved in their employee's successes and their challenges because they care about their achievements and growth.

Demanding from Employees

A servant leader knows how to delegate properly and make requests to employees without a sense of demand or threat.



Practical Illustration



- Excessive Criticism
- Doing Everything Yourself
- Sitting on the Sidelines
- Demanding from Employees

Module Six: Review Questions

1. Excessive criticism can lead to what?

A. A lack of work to do

B. Decreased productivity

C. Decreased absences

D. Increased motivation

Module Six: Review Questions

2. Before delivering criticism, a leader should ask what?

A. "Can I do this quickly?"

B. "Is this something my assistant can do?"

C. "Is this helpful?"

D. "Can this be done at their desk?"

Module Six: Review Questions

3. If a leader tries to do everything themselves, it can lead to what?

A. Burn out

B. Increased productivity

C. Decreased errors

D. Slight fatigue

Module Six: Review Questions

4. Assigning tasks to employees shows what from the leader?

A. They have too many things to do

B. They do not want to do the work themselves

C. They don't care about their job

D. They have faith in their employees

Module Six: Review Questions

5. When a leader just sits on the sidelines, it can indicate what?

A. The leader cares about their own self-interest

B. The leader really cares about their employees

C. The leader must be very busy

D. The leader has their own projects to work on

Module Six: Review Questions

6. When employees see their leaders just sitting on the sidelines, it can make them feel what?

A. Confident

B. Unvalued

C. Independent

D. Self-reliant

Module Six: Review Questions

7. A leader that is too demanding may expect what from their employees?

A. More time

B. More effort

C. More responsibilities

D. All of the above

Module Six: Review Questions

8. Demanding leaders will try to create a _____ of following employees.

A. Team

B. Herd

C. Loyal base

D. Small group

Module Six: Review Questions

9. _____ criticism can be a helpful tool in management when it is used correctly.

A. Any

B. Most

C. Constructive

D. No

Module Six: Review Questions

10. Learning to _____ is an important step in becoming a great servant leader.

A. Read body language

B. Delegate

C. Be sensitive

D. Move on



*Coming together is a beginning. Keeping together is progress.
Working together is success.*

Henry Ford

MODULE SEVEN

Building a Team Community

Every employee should work together and complement each other's skills in order to get work done efficiently.



Identify the Group Needs

The group will need to have some sort of goal or charter that defines what they are working toward.

Complement Member Skills

- Survival Scenario
- Two Truths and a Lie
- The Great Escape





Create Group Goals

Determine what the ultimate outcome



Identify every member's part



Take input and opinions

Encourage Communication

- Welcome input and opinions from team members
- Encourage team members to build relationships



Practical Illustration



- Identify the Group Needs
- Complement Member Skills
- Create Group Goals
- Encourage Communication

Module Seven: Review Questions

1. It is important for a leader to determine the group's needs as well as what?

A. Their own needs

B. The amount of supplies needed

C. Each team member's daily schedule

D. Each team member's needs

Module Seven: Review Questions

2. If the leader fails to identify what the team needs, it can do what?

A. Create more work to do

B. Weaken the team

C. Cause confusion regarding job duties

D. Make employees work alone

Module Seven: Review Questions

3. It is better to have ___ team members perform tasks than have ___ team members doing them.

A. A few; too many

B. Several; a few

C. Some; none

D. A few; several

Module Seven: Review Questions

4. Once a team is formed, it is best to do what with team members?

A. Assign their tasks

B. Establish a work schedule

C. Perform team building exercises

D. Send everyone off to work independently

Module Seven: Review Questions

5. When creating group goals, it is important to do what?

A. Seek input from the group

B. Make the list short

C. Notify employees once they are done

D. Make the goals easy to achieve

Module Seven: Review Questions

6. A group goal should be made to do what?

A. Define what tasks need to be done

B. Create a workspace policy

C. Outline each team member duty

D. Give purpose to the team

Module Seven: Review Questions

7. What is one way to encourage communication among employees?

A. Email from the office

B. Schedule regular work meeting

C. Send written memos

D. Ask employees to meet outside work

Module Seven: Review Questions

8. Communication should be open among which groups?

A. Employees

B. Managers

C. Leaders

D. All of the above

Module Seven: Review Questions

9. After establishing the groups' need, what do you work on next?

A. The group goal

B. The job list

C. The member names

D. The daily work schedule

Module Seven: Review Questions

10. How can communication be encouraged?

A. Make meeting attendance mandatory

B. Require everyone to check in daily

C. Establish private meetings once a month

D. Ask everyone to exchange contact information



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Leaders must be close enough to relate to others, but far enough away to motivate them.

John C. Maxwell

MODULE EIGHT

Be a Motivator

Employees work best in an environment where they feel their leader is behind them and gives them a good reason to do great work.



Make it Challenging

Never feel threatened by those that want to take on more, but welcome the challenge they seek in new opportunities.

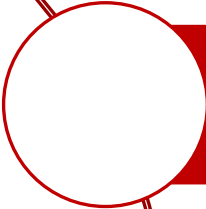
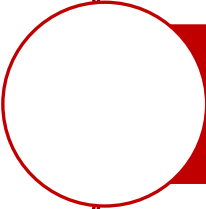
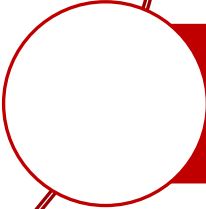
Provide Resources

- Additional training materials or class time
- Emotional support and encouragement
- Coworker and other management support teams



Ask for Employee Input



-  Add a suggestion box
-  Hold open discussion meetings
-  Invite employees for one-on-one sessions

Offer Incentives

- Determine what forms of incentives motivate the team
- Gain employee input about existing incentive programs



Practical Illustration



- Make it Challenging
- Provide Resources
- Ask for Employee Input
- Offer Incentives

Module Eight: Review Questions

1. What does it mean when an employee may 'go'?

A. They work even harder

B. They lose confidence

C. They learn new tasks

D. They take time off

Module Eight: Review Questions

2. What is one way to make the employee workplace more challenging?

A. Give the employee the same job every day

B. Make the employee work at a new desk

C. Give the employee the day off

D. Assign new tasks periodically

Module Eight: Review Questions

3. What is one example of a physical resource?

A. Coworker support

B. Manager feedback

C. Training materials

D. Employee therapy

Module Eight: Review Questions

4. What is one example of a personal resource?

A. Emotional support

B. Office supplies

C. Training materials

D. Office furniture

Module Eight: Review Questions

5. Most employees enjoy giving their input because it makes them feel what?

A. Used

B. Appreciated

C. Important

D. Superior

Module Eight: Review Questions

6. One way to gain employee input is to use what?

A. Mandatory voting

B. Manager's feedback

C. A suggestion box

D. Random emails

Module Eight: Review Questions

7. An incentive should not be the same as what?

A. A gift

B. A payment

C. A punishment

D. A bribe

Module Eight: Review Questions

8. What is one form of incentive used in the workplace?

A. Monetary bonus

B. Additional responsibilities

C. Insurance benefits

D. A paycheck

Module Eight: Review Questions

9. Motivation is an important tool to use in the workplace because it keeps employees _____.

A. On their toes

B. Moving

C. Uplifted and inspired

D. Working at a regular pace

Module Eight: Review Questions

10. Employees work best in an environment where they feel their leader is behind them and gives them a good reason to _____.

A. Take time off

B. Do good work

C. Receive bonuses

D. Ask for help



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Colleagues are a wonderful thing – but mentors, that’s where the real work is done.

Junot Diaz

MODULE NINE

Be a Mentor

Mentors can be helpful to new employees or to employees who have begun to lose confidence in their work.



Establish Goals

- Ask the employee what they want to achieve
- Outline a path that can help get them there
- Determine a reward or incentive for when the goal is reached

Know When to Praise or Criticize

Do not use praises for everyday tasks and accomplishments or they will lose their value and will no longer feel like something special.



A close-up photograph of several hands of different skin tones reaching towards white puzzle pieces on a light-colored wooden table. The hands are positioned as if they are about to assemble the pieces, which are arranged in a small cluster. The lighting is warm and natural, highlighting the texture of the wood and the skin.

Create a Supportive Environment

Employees are happier working together

Employees feel comfortable approaching you

Employees are more receptive to feedback

Create an Open-Door Policy

- Be open to listen to the employees and their needs.
- Always be approachable – avoid becoming too distant.



Practical Illustration



- Establish Goals
- Know When to Praise or Criticize
- Create a Supportive Environment
- Create an Open-Door Policy

Module Nine: Review Questions

1. What is one example of a work-based goal?

A. Increased productivity

B. Wake up earlier

C. Take some time off for vacation

D. Leave work on time each day

Module Nine: Review Questions

2. What is the first step for an employee to take when establishing their goals?

A. Ask their leader what to do

B. Determine a work plan

C. Determine what they want

D. Make an outline

Module Nine: Review Questions

3. Praise should be used with major accomplishments because it can do what?

A. Become too expensive

B. Lose its effectiveness

C. Lose its appeal

D. Become too hard to reach

Module Nine: Review Questions

4. Criticism should be used sparingly because it can cause what?

A. Increased absences

B. Decreased vacation days

C. An increase in employee transfers

D. A lack of confidence

Module Nine: Review Questions

5. What is one way to create a supportive environment?

A. Maintain contact with employees

B. Take more time out of the office

C. Send memos once in a while

D. Require additional training sessions

Module Nine: Review Questions

6. What is one benefit of creating a supportive environment for employees?

A. Employees will want to work more independently

B. Employees are open to feedback

C. Employees will lose interest in their jobs

D. Employees will take more time off

Module Nine: Review Questions

7. An open-door policy allows employees to do what?

A. Talk about their problems

B. Ask questions

C. Submit their ideas

D. All of the above

Module Nine: Review Questions

8. What is one boundary that could be established with an open-door policy?

A. Ways to contact leaders

B. What topics employees can talk about

C. How often an employee can contact leadership

D. When employees must speak with someone else

Module Nine: Review Questions

9. _____ are a valuable tool to many workplaces.

A. Managers

B. Coaches

C. Mentors

D. None of the above

Module Nine: Review Questions

10. One of the best tools a mentor can give their employee is the ability to establish and set _____ for themselves.

A. Schedules

B. Goals

C. Breaks

D. Vacation



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The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.

Walter Lippman

MODULE TEN

Training Future Leaders

Take the time to teach great values, such as a desire to serve, the ability to be empathetic, and the knowledge of how to motivate employees.



Offer Guidance and Advice

Sharing personal experience can be a great ice breaker and it lets your trainee know that you've been where they are now.

Identify Their Skill Sets

When training future leaders, help them to identify their skill sets and what talents they possess.





Methods of Feedback

Formal vs. informal

Employee evaluation

Feedback sandwich

The 3x3 method

Establish Long Term Goals

- Establish what the trainee wants to accomplish
- Outline progress points or milestones to reach



Practical Illustration



- Offer Guidance and Advice
- Identify Their Skill Sets
- Methods of Feedback
- Establish Long Term Goals

Module Ten: Review Questions

1. One way to offer guidance to employee is to do what?

A. Reassign the employee

B. Require the employee to work in groups

C. Provide additional training

D. Let the employee work on their own

Module Ten: Review Questions

2. Offering guidance and advice to employees shows what?

A. Intelligence

B. Manager styles

C. Sensitivity

D. Empathy

Module Ten: Review Questions

3. What is one example of a skill set?

A. Being on time to work

B. Computer knowledge

C. Writing reports

D. Asking for a day off

Module Ten: Review Questions

4. What is one way to identify skill sets?

A. Direct observation

B. Ask the employee

C. Ask other leaders

D. Email pop quiz

Module Ten: Review Questions

5. Why is the method of feedback important?

A. In case one method does not work for the employee

B. Everyone should have their own style to use

C. Everyone learns differently

D. One method may get too old to use

Module Ten: Review Questions

6. What is one method of feedback?

A. Employee evaluation

B. Relaying to a coworker

C. Sending a memo through the office

D. Telling the other managers

Module Ten: Review Questions

7. Long term goals must be what?

A. Complex

B. Extravagant

C. Meaningful

D. Realistic

Module Ten: Review Questions

8. For long term goals, it is best to establish what?

A. Progress points

B. Boundaries

C. Rules to follow

D. Incentives or rewards

Module Ten: Review Questions

9. What is considered a quality of a servant leader?

A. Good typist

B. Public speaking

C. Instill leadership skills in another

D. Telephone etiquette

Module Ten: Review Questions

10. Why might a trainee have second thoughts about the training process?

A. They might have low self-confidence

B. They can feel overwhelmed by the information

C. Their workload might be too heavy

D. They may not be tech savvy



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When your values are clear to you, making decisions becomes easier.

Roy E. Disney

Self-Reflection

While it is important to take care of your employees and help them grow to succeed, you cannot forget to help yourself grow, or lose sight of what you hope to gain or achieve.



Keep a Journal

Handwritten or
paper journals

Web blogs

Audio journals

Identify Your Strengths and Weaknesses

We cannot gain knowledge or seek help if we do not identify that there is a problem.





Identify Your Needs

Sometimes we have to admit when we are in need of something and not be afraid to seek help.

Creating Your Own Goals

- Make them realistic
- Make goals for work and for personal life
- Set tentative timelines



Practical Illustration



- Keep a Journal
- Identify Your Strengths and Weaknesses
- Identify Your Needs
- Creating Your Own Goals

Module Eleven: Review Questions

1. Which of the following can be recorded in a journal?

A. Emotions

B. Ideas or opinions

C. Challenges

D. All of the above

Module Eleven: Review Questions

2. What is one common type of journal?

A. Work report

B. Web blog

C. A detailed memo to the leader

D. A log of daily activities

Module Eleven: Review Questions

3. What is one way to identify your own strength or weakness?

A. Ask a coworker

B. Pick one you like or don't like

C. Record it in a journal

D. A written evaluation

Module Eleven: Review Questions

4. In order to identify our own strengths and weaknesses, we must be what?

A. Honest

B. Hard working

C. Flexible

D. Rigid

Module Eleven: Review Questions

5. When identifying our own needs, we cannot be afraid to do what?

A. Write a lot

B. Seek help

C. Give feedback

D. Work alone for a while

Module Eleven: Review Questions

6. What is one example of a personal need?

A. Office supplies

B. Email passwords

C. Professional training

D. Time off from work

Module Eleven: Review Questions

7. When should a leader create their own goals?

A. When starting a new project

B. During employee evaluations

C. In the middle of a project

D. Whenever they want

Module Eleven: Review Questions

8. What is one tip for creating leader goals?

A. Make them complex

B. Remember they can be changed any time

C. Set timelines

D. Make them the same as the employees'

Module Eleven: Review Questions

9. How can you keep track of thoughts and feelings?

A. By emailing employees

B. In a detailed memo sent to coworkers

C. In a journal

D. Through interpretive dance

Module Eleven: Review Questions

10. What can a trainer do before starting a project?

A. Get new team members

B. Identify their own goals

C. Establish feedback methods

D. Create employee guidelines

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to learning about Servant Leadership is just beginning.



Words From the Wise

Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.

- Sam Walton

You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do.

- Eleanor Roosevelt

It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

- Nelson Mandela