



Cultivating Virtue in Leadership

STEWARDSHIP

In Educational Leadership





Overview



- What is it?
- Why do you want it?
- How do I get it?
- How do I help others get it?
- Resources





What does stewardship mean?



- Stewardship is now generally recognized as the acceptance or assignment of responsibility to shepherd and safeguard the valuables of others.
- Stewardship originally referred to the household servant's duties for bringing food and drink to the castle's dining hall. Stewardship responsibilities were eventually expanded to include everything the domestic, service and management needs of the entire household.





Definition



Robert Greenleaf's view of all institutions was one in which all organization stakeholders played significant roles in **holding their institutions in trust for the greater good of society**. A servant leader's sense of stewardship ensures that the servant-leader **does not accept mediocre performance, but keeps everyone focused on achieving organizational objectives within the constraints of shared organizational values**. It includes a willingness to take responsibility for the larger institution and go for service instead of control and self-interest (Block, 1993). **Leaders should not only act as caretakers, but also act as role models (Hernandez 2008)**. By setting the right example, leaders can stimulate others to act in the common interest. These constructs all “represent a feeling of identification with and sense of obligation to a common good that includes the self but that **stretches beyond one's own self-interest**” (Peterson & Seligman, 2004, p. 370).



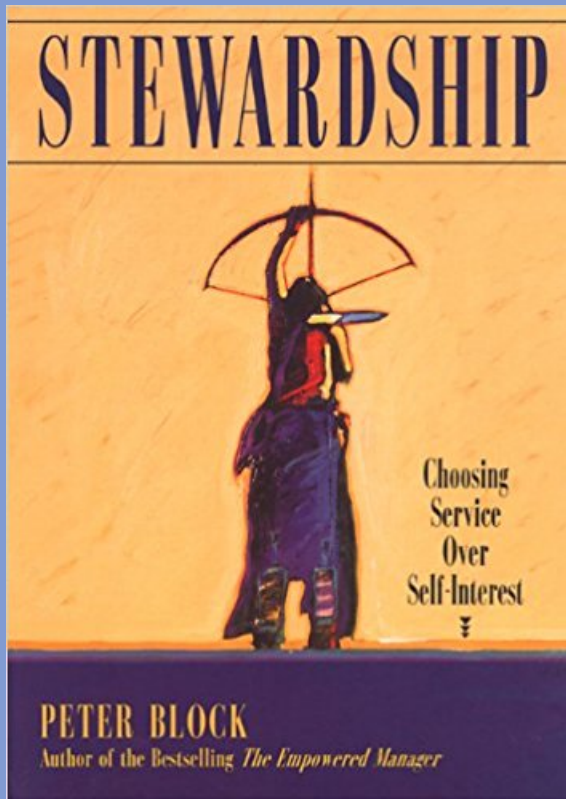
* Under New Management *

Service Over Self-Interest



With America's newest civic generation, millennials, now flooding the world of work, Block offers a system of governance that captures that generation's need for 'service over self-interest.'"
—Morley Winograd, coauthor, with Mike Hais, of *Millennial Momentum*.

"Like Robert Greenleaf before him, Peter Block's voice is that of a contemporary prophet. This revised edition of *Stewardship* is one of the best books ever written. It serves as a powerful source of hope and encouragement for servant-leaders everywhere." —Larry C. Spears, coauthor of *Insights on Leadership, The Spirit of Servant-Leadership, and Fortuitous Encounters*





Servant leaders understand that stewardship is a win-win for everyone



Discuss or Reflect in Writing on the following quote:

“The trouble is that in today’s world, many leaders want others to be the good stewards and to serve them. In reading the headlines of newspapers almost every day, it is sad to see that many leaders have lost their understanding of stewardship. They have gone from a, “How can I serve?” to, “How can I be served?” They act as though there is something special that comes with a leadership title that gives them the right to steal, abuse their power, and be entitled to do anything they want. Then we wonder why people in surveys find it hard to trust leaders anymore.”

Flint Jr., Bill B. (2011-11-30). The Journey To Competitive Advantage Through Servant Leadership: Building The Company Every Person Dreams of Working For And Every President Has a Vision Of Leading (pp. 45-46). WestBowPress. Kindle Edition.





WALK THE TALK



- We, as leaders, have a high calling to not only set the bar high for what is right for the organizations we lead but also to live it daily in our own lives.
- Leaders have a tremendous influence through the rules, policies, expectations, environment, and rhythm we establish and support.
- Then, the people we lead watch to see if our words match our walk.
- **Do we live out what we claim in our meetings, employee talks, mission statements, and policy books?**





How Do We Become “Ecologically Awake” ?



Sustainability as a leadership strategy

- What attributes are necessary?
 - Awareness
 - Reverence
 - Sacrifice





Sustainable Leadership is Stewardship



The Seven Principles of Sustainable Leadership

1. **Sustainable leadership creates and preserves sustaining learning.** *Long term over short term.*
2. **Sustainable leadership secures success over time.** *Attention must be paid to leadership succession.*
3. **Sustainable leadership sustains the leadership of others.** *Distributing leadership so that others can carry the torch.*
4. **Sustainable leadership addresses issues of social justice:** *Concerned not only with one's own school, but knowing actions affect the wider environment.*
5. **Sustainable leadership develops rather than depletes human and material resources.** *Collaborative leadership and concern for self care prevents burn out and compassion fatigue.*
6. **Sustainable leadership develops environmental diversity and capacity.** *Standardization is the enemy of sustainability – many kinds of learning and excellence leads to innovation and cross-fertilization.*
7. **Sustainable leadership undertakes activist engagement with the environment.** *Act or be acted upon.*





Self Assessment



- Are you a good steward of your time? *How can you improve your use of your time and the time of others?*
- Are you a good steward of your money? *How can you improve your use of your money and the money of others?*
- Are you a good steward of your health? *How can you improve your use of your health and the health of others?*
- Are you a good steward of your property? *How can you improve your use of your property and the property of others?*
- Are you a good steward of your relationships? *How can you improve your use of your relationships and the relationships of others?*
- Are you a good steward of your conscience? *How can you improve your use of your conscience and the consciences of others?*





Activity: List at least one example for each of the following areas of stewardship

<http://www.personalpennies.com/examples-of-stewardship/>



1. Management of our neighbor's resources
2. Use of company resources
3. Taking care of our possessions
4. Performing work
5. Helping others





Wise Stewardship



“The earth will not continue to offer its harvest, except with faithful stewardship. We cannot say we love the land and then take steps to destroy it for use by future generations.”

— [Pope John Paul II](#)

“We have become, by the power of a glorious evolutionary accident called intelligence, the stewards of life's continuity on earth. We did not ask for this role, but we cannot abjure it. We may not be suited to it, but here we are.”

— [Stephen Jay Gould, *The Flamingo's Smile: Reflections in Natural History*](#)

“The master of the garden is the one who waters it, trims the branches, plants the seeds, and pulls the weeds. If you merely stroll through the garden, you are but an acolyte.”

— [Vera Nazarian, *The Perpetual Calendar of Inspiration*](#)

“Money is not the only commodity that is fun to give. We can give time, we can give our expertise, we can give our love or simply give a smile. What does that cost? The point is, none of us can ever run out of something worthwhile to give.”

— [Steve Goodier](#)

“You are no longer a boy, and one of the first duties which a man owes to his friends and to society is to live within his income.”

— [Thomas Hughes, *Tom Brown at Oxford*](#)





Sustainability video



https://video.search.yahoo.com/yhs/search;_ylt=AwrC5pakMsBZjCQA14k0nllQ;_ylu=X3oDMTBncGdyMzQ0BHNIYwNzZWFiY2gEdnRpZAM-;_ylc=X1MDMTM1MTE5NTcwMARfcgMyBGFjdG4DY2xrBGJjawMxM2NuYWFoYjZqZ2YzJTI2YiUzRDQIMjZkJTNEaEhQX2k4QnBZRUpqeW9wOVNOUGpfn2RLN3owNWJ2d002cnpBSFEtLSUyNnMIM0Q0OSUyNmklM0RYaUVOVDVaaUpWRUIZMHNydFBjUARjc3JjcHZpZANxdWdXU3pFd0xqRVJzdXBVVm1uQjR3SEtNVE0wTGdBQUFBRD3QUZhbGZyA3locy1lbG0tMDAxBGZyMgNzYS1ncARncHJpZAN1REE0QIRUVIFMcW16Y2h2M0RyVWhBBG10ZXN0aWQDbnVsbARuX3JzbHQDNjAEbl9zdWdnAzcEb3JpZ2luA3ZpZGVvLnNIYXJjaC55YWVhby5jb20EcG9zAzAEcHFzdHIDBHBxc3RybAMEcXN0cmwDMjAEcXVlcnkDc3VzdGFpbmFiaWxpdkHkgdmlkZW8EdF9zdG1wAzE1MDU3NjgyNjcEdnRlc3RpZANudWxs?gprid=uDA4BTTVQLqmzchv3DrUha&pvid=qugWSzEwLjERsupUVmnB4wHKMTM0LgAAAAD0wAFa&p=sustainability+video&ei=UTF-8&fr2=p%3As%2Cv%3Av%2Cm%3Asa&fr=yhs-elm-001&hsimp=yhs-001&hspart=elm#id=24&vid=b30a4bc0daf513207f83032b6eed6f4b&action=view





Closing Activity

“Triangle-Square-Circle”



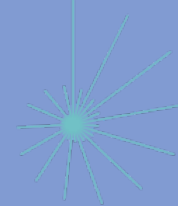
Reflection

1. Draw a **triangle** and next to it write down **three important points** from the module.
2. Draw a **square** and next to it write down anything that “**squares**” **with your thinking**.
3. Draw a **circle** and next to it write down anything that is still “**circling**” **in your head or questions** that you have.

Partially quoted from:

<http://www.theteachertoolkit.com/index.php/tool/triangle-square-circle>





JOHN TEMPLETON FOUNDATION

The Center for Character and Citizenship at the University of Missouri-St. Louis College of Education is grateful for the support of the John Templeton Foundation for this project: *Cultivating Virtue: Servant Leadership Development for Education.*

