

Welcome to the Servant Leadership Course! Our hope is that this course will help you grow in your capacity for self-governance as you take ownership of and set a trajectory for your life.

In order to get the most out of the course, here are some things to keep in mind as you go through it:

- **The course is comprised of 10 sessions, which include 1-4 lessons each, for a total of 24 lessons.**
- **Each lesson contains a 5-15 minute video, workbook pages with reflective questions, and additional recommended resources for digging deeper.**
- **There is no correct speed to go through the course, but we recommend taking it slow to provide enough time between lessons to digest information.**
- **Our recommended course schedules are as follows: 3 lessons per week over 8 weeks, 1 session per week over 10 weeks, or 2 lessons per week over 12 weeks.**
- **Expect to spend up to 15 minutes watching the instructional video and 15-20 minutes answering questions in the workbook. The workbook questions are meant to guide you in implementing the tools in your life, so answer them thoughtfully.**
- **If you download the workbook PDF from the course page, the question blanks are editable and can be filled in on your computer. You can also alternatively print the workbook and fill it out by hand. The entire course workbook is available on the Session 1, Lesson 1 page, and each lesson page has the appropriate session workbook embedded on it.**
- **Most lesson pages also have a book or video listed under "additional recommended resources." We recommend picking 2-3 books throughout the course to read to dig deeper into topics that are of interest to you. The full list of resources is at the end of this workbook.**

COURSE GUIDE:



**SESSION ONE:
THE STRUCTURE OF LEADERSHIP AND THE
FRAMEWORK FOR LIFE**

LESSON ONE:

Why Leadership Matters

We all want to pursue a life of meaning. We want to be part of something greater than ourselves and see that our actions will have a lasting impact.

There are two things we need to cultivate to feel like our life has meaning: individual character and community involvement.

Individual character has to do with stewarding your internal values, talents, emotions, and ideas. It's about becoming the best version of yourself and knowing that you're bringing value to the table. But what's the point of working on yourself if you never use your skills to help others? Community involvement helps you find a shared sense of purpose by engaging with the people around you.

In fact, that's what an organization is:

An **organization** is two or more people working together for a perceived common goal.

Your family is an organization, as is your workplace, church, sports team, and friend group. We participate in all of these organizations in order to realize a common purpose. In every organization there will be a leader who sets the tone and communicates the purpose.

There are two ways to think about leadership:

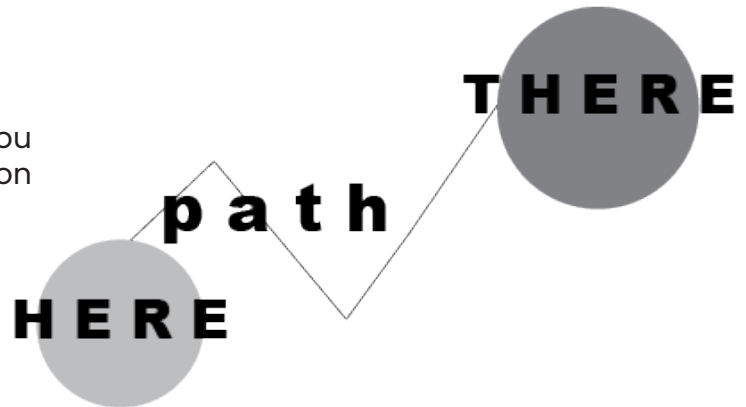
The first way is leadership as **The Boss**: the person who makes all the decisions from the top-down. We have all experienced this version of leadership, but it can easily go awry and stifle others in the organization.



The second way of thinking about leadership is **Servant Leadership**. This is when a leader values influencing others towards a shared mission more than they value getting their own way. This view of leadership sees people as team members that work together instead of pawns manipulated by one person.

LESSON TWO: The Framework for Life

The There-Here-Path (THP) is a tool to help you understand the framework of life and get on track to achieve your goals.



THERE is where you want to be. You can also think of this as a goal, purpose, or vision. You must have clarity on what your There is and commit to achieve it to break the cycle of unreached goals.

HERE is where you are currently: not just physically, but in all your present circumstances, attitudes, and relationships. This is the lens through which we view ourselves and our world. An honest and truthful assessment of our current reality gives you the best chance of reaching your goals.



Having clarity of your There provides motivation to move along the **PATH**, where you will need to act, learn, and adjust to new circumstances as they arise. Because your Here is constantly changing, you should regularly assess your Path to make sure it is still leading you There.

LESSON THREE:

A Transcendent There

The There-Here-Path seems simple enough at a glance, right? We just need to know where we are and where we want to go. But there are actually multiple ways to implement this tool that will yield different results.

In this lesson, we explore three ways that the There-Here-Path can be used to facilitate purpose and discover which one is the most effective.

Problem Solving



1. Problem Solving: (here-there-path)

This approach is reactive and involves responding to what feels most urgent in the moment (your Here) instead of looking ahead to the future (your There). We list the abbreviation of this approach as the lowercase **htp**, to remind ourselves that while this method is sometimes necessary, it should not be the default.

This method might be required when your Here is untenable and requires immediate attention to resolve. The problem is that we are prone to thinking everything is urgent. But, like the boy who cried wolf, when everything is untenable, it becomes difficult to understand what counts as an emergency.

2. Goal Setting: (there-here-path)

This approach puts the framework for life in the correct order, but it focuses on short-term goals instead of a Transcendent There. Therefore, we notate it with the lowercase **thp**.

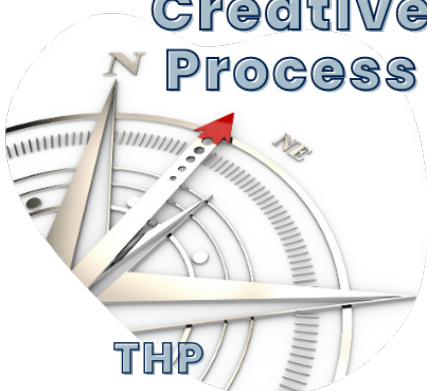


What this method gets right is that we need to work towards something and not just away from something else. Setting goals helps us move down the Path into the future, but without a Transcendent There we are just going to chase goal after goal and never be satisfied with what we have.

The final method is what we will spend this course examining how to do well. This approach involves setting a Transcendent There for yourself, something we will do together in the next session.

A Transcendent There is a vision that guides all the other goals you set.

Creative Process



3. Creative Process: (There-Here-Path)

We call this version "the creative process" or the **THP**, because it is about doing/being/making something for its own end; not just to get away from an unpleasant current circumstance or to hit the next mile marker in life that you feel you should be at by now. A Transcendent There is not about reaching a finish line. It is about understanding why you make each step you do, which provides a sense of satisfaction in fulfilling a personal mission.

LESSON FOUR:

Shaping Culture

As you might recall from the first lesson, **leadership** is influencing others to get There. You will influence the people who you are in community with; those who are in your organizations.

And remember, we don't use the word **organization** in just the business sense, but to refer to two or more people working together for a perceived common goal. You should note that this definition of an organization presumes there is always a common goal, but it leaves room for that goal to either be clearly communicated throughout the organization or left undefined and assumed.

To talk about influencing an organization, we need to talk about culture:

A **culture** is a shared set of values and a shared language.

Just like how every organization has goals, whether defined or undefined, every organization has a culture, even if it wasn't created on purpose. Discover an organization's culture by looking at what is honored and shamed within the organization.

But what we often miss when talking about culture is that culture is a structure that was created and can be changed.

There are two primary kinds of cultures:

In a ***Don't-Make-A-Mistake Culture***, team members are cautious about risk-taking because mistakes are viewed as errors someone must be blamed for. It becomes more about avoiding shame than pursuing honor, and everyone is out for themselves.

**Don't-Make-A-Mistake
Culture**



**Create-Something
Culture**



A ***Create-Something Culture*** is a "fail-fast," learning-focused culture where experimentation is encouraged. Here, mistakes are corrected and learned from, but they are not held against someone. The focus is on pursuing truth, and participants work towards something greater than themselves.



SESSION ONE SUMMARY:

- Leadership is influencing others to follow the There-Here-Path. We want to start with the end in mind. What is the There? We want our There to be transcendent. It cannot be fully achieved in life; it is the direction we are heading. We need to have clarity of the There and commitment to get There.
- Our Here is our current reality. We need to know the truth of where we are now. We will often need help to discover this truth as we tend to think we are further down the road than we really are.
- The Path is where life happens. It requires us to Act, Learn, and Adjust (ALA). The difficulties on the Path can throw us off if we lose sight of our There, lack the energy or commitment to continue, or fail to adequately reevaluate our Here.
- There are two primary types of organizational culture: Create-Something Culture and Don't-Make-A-Mistake Culture. Don't-Make-A-Mistake Culture is the default, and you must be intentional about communicating your purpose statement to everyone in the organization and acting on what you say you believe to develop a Create-Something Culture.