

WHAT IS SERVANT LEADERSHIP?

Robert K. Greenleaf launched the modern Servant Leadership movement in his essay *The Servant as Leader*, in 1970. This model bet on the man and the fact that **an organization relies first on each of its members**. Research shows that the development of a leading servant attitude encourages mutual aid and creative behaviors, well-being, individual and collective performance, and the feeling of satisfaction of all stakeholders. **The notion of service is at the heart** of the Servant Leadership philosophy which can be resumed by this sentence: **What can I do for my team rather than what can my team do for me?**

"The great leader is seen as servant first."

Robert K. GREENLEAF

THE 6 PILLARS OF ARAYMOND SERVANT LEADERSHIP

With its multicultural and multi-trades dimension, the ARaymond Network is committed to a general collaborative perspective. To support that, it was important that the management style evolves. **Since 2012, ARaymond adopted the Servant Leadership approach paving the way for a new "managerial humanism"**. The servant leadership management model draws out talent innovatively, encourages collaboration and often develops bonds between collaborators. Today, the Servant Leadership appears in the ARaymond strategic plan, Raymotion. **For the ARaymond Network, the Servant Leadership is founded on six essential pillars** identified as being in-line with our values: listening, empathy, dialogue, encouragement, trust and delegation.



LISTENING

- **To dedicate** time with all my attention
- **Not to interrupt** nor judge (prejudice)
- **To respect** any point of view, even if not matching mine



DELEGATING

- **To select** appropriate missions (limited in time) to propose to the appropriate collaborators
- **To negotiate** a mutual agreement, detailed objectives, timing, means, and control frequency
- **To allow growth** of collaborators and success by sharing knowledge, expertise, experiences and following up



ENCOURAGING

- **To develop** necessary competencies to increase team's autonomy and confidence
- **To promote** initiatives, consider mistakes as an opportunity to learn, and celebrate success
- **To behave** positively to feed motivation



DIALOGUE

- **To provide** right conditions for effective and objective exchanges
- **To take all** ideas into account to build the most efficient collective solution
- **To give frank** and appropriate feedback face to face



TAKING CARE

- **To support on** a daily basis the well-being of everyone including myself
- **To stimulate** a positive working environment to enable constructive relationships
- **To support** collaborators' own development



TRUST

- **To be consistent** and fulfill promise
- **To share** essential information with transparency
- **To build** confidence based on a mutual reliability
- **To be committed** and reliable