

Chapter 1 : The Heart of a Servant Leader

*The Heart, Head, and Hands of a Servant Leader: Unleashing Personal Greatness to Serve Others [PhD, Michael J. Stabile] on blog.quintoapp.com *FREE* shipping on qualifying offers. Whether you're an account executive or a stay-at-home mom, you can effect transformational change if you learn to access the spirit of leadership imprinted on your DNA.*

You can probably tell what I thought of it from the stars and the review itself. I took the posts I made for class, and copied them over here. That would take too much time; C: If you had to read it for a class, leave a comment and tell me what you thought. If you have time. Page 9 starts off, "Business and beliefs. Jesus and your job. Even seeing those words paired together makes people uneasy. As for hiring Jesus to be the leader of a business? The resume looks good for a homeless preacher, but think about some of the other things he said and did: Or the mega-church, for that matter. Granted, Jesus did get his workers to work for him for a lot less money, that might be something the business world would like to emulate. Obviously, this is a problem for all businesses - especially ones with Christians at the helm. Reconciling the money issue is often over-simplified, or outright ignored. It helps that Chick-Fil-A has great food, and those killer grill-shaped fries. This is one plus of being a teacher. It is not difficult to be a servant and a leader at the same time. As such, there was quite a bit more I could relate to. Page 28 asks, "How do we edge out God? As such, in my positions of leadership I find myself seeking appreciation. In fact, I think the majority of my colleagues are motivated to get out of these leadership roles as they often take time away from the classroom - be it directly, or in planning. I thought the passage on fear was decent and true. That is what a good leader would do, right? I thought it was funny that pg. A leader can outline the direction for a school to take, but if there is dissent - heading off in that direction may prove difficult. Furthermore, without values, direction is meaningless. I only wish the authors would have put this section before direction. I know, our students - and their parents are not customers. The business analogy breaks down eventually. But I think it fits in this case. Teachers need to be at the top, and the administration needs to serve and help them accomplish the vision and direction of the school. I promised not to focus on the bad, but there was just too much for me. Let me just say one. This quote really rubbed me the wrong way: Life is about making mistakes and learning from them. Recently, schools in Indiana have been faced with a lot of changes. We also felt alone - even though we were all in the same boat. Some of the ways to "ease the transition" were easy for the leadership. What was difficult was "tell people what to expect. This all comes from pages As you can tell, my attitude my, "emotionally charged bits of knowledge" - pg. But honestly, my administration showed true leadership in implementing what they were told they had to. Teaching is such an emotionally draining job. Students and one may argue humanity in general are overwhelmingly needy, ignorant, often petulant, attention starved beings who believe the role of the teacher is their personal caterer. Yes, I found the idea of solitude appealing. On the way home, I can take a few deep breaths and reflect on how it went. I know this is branching from solitude The other habit that really struck home as they say was "involvement in accountability relationships. We all need somebody to hold us accountable. I have my wife, and my college roommate as my true accountability partners. But an enemy multiplies kisses. If you create drama from this, shame on you. Along these lines, I like to be open to the views of others. But I try to filter everything first through a biblical lens, and then through my experience. I mean, "Ye cannot serve God and mammon" comes to mind, right? Yet, after the first couple chapters the book lightened up on the money approach and looked pretty much solely on leadership. Still, my perception had already been tainted. I also realize the value of a book like this specifically geared towards the business sector. I bet Blanchard and Hodges would write a version of the book geared toward teachers if someone would alert them to the fact that they are sitting on a TON of money. They could incorporate pictures of apples and desks and what not Did anybody else feel like there were a LOT of pictures in this book? Seriously though, we should write to them. It contained too much scripture for me to hate it. The verses were great, and they made up the bulk of the reading. Let not the mighty man glory in his might. Let not the rich man glory in his riches. That is some good reading right there. Also, the quote at the beginning:

Chapter 2 : Servant leadership - Wikipedia

Continually seeking to develop the head of a servant leader will provide opportunities to examine beliefs and theories about leading and motivating people. Hands Taking Action.

Not only was it talking, but it was on fire. Out of the fire emerged the image of an angel of the Lord. Imagine a simple Bedouin shepherd, self-proclaimed as timid, being curious enough to approach it instead of hightailing it around the nearest mountain. You know the story. Of all the animate and inanimate objects on earth, God chose to speak from a bush. He called to Moses: The response from Moses is really quite surprising. The rest of chapter 3 and the first half of chapter 4 are a four-part litany of excuses. Moses is not articulate. Moses is a worrier. The story is told that the first president of the United States, George Washington, did not want the job. He too was a reluctant leader. Others came to him because they saw the gifts of leadership. Only after strong encouragement from others did he step into the role. He insisted that his term would be limited. The role of president should not become a lifetime appointment. He refused to become king. He approached leadership with the right attitude. He approached it as service and with a spirit of humility. At first glance it seems that Moses could be perceived as resisting God. How dare one argue with I Am? What a surprise that the ground did not open and swallow up the doubting Moses. Upon reflection, there is a reason. Moses and Washington shared a characteristic. They approached leadership with humility. Moses was exactly the kind of leader God was seeking and, of course, God knew it. Moses had a humble spirit. We call it servant-leadership. The deserts of southern Israel are among my favorite places in the Land. They are stark, dry, and hot. It is no coincidence that the desert is a metaphor for life. Life too is stark, dry, and hot more often than not. Seventy percent of Israel is desert. Moses, Elijah, and Jesus went there to commune with the Father and to prepare for leadership. Would I accept his call to lead with fire in my chest? Or would I more likely be like Moses: On the surface, we might misread the story. But that would be an absolutely wrong interpretation. God desires humble leaders. God desires servant hearts. They are open to being molded, shaped, filled, and used by the Master. Do you wonder if you are called to lead? You are just right for the vocation. The key is this: Be like Moses – a humble servant-leader.

Chapter 3 : Servant Leadership Principles

In the book, "The Heart, Head, and Hands of a Servant Leader: Unleashing Personal "Greatness" to Serve Others," Michael J. Stabile introduces the idea that servant leadership is the difference between the desire to lead and the ability to lead well.

I often say that my responsibility as a leader is to drive a vision, defer credit to the right people, get approvals, remove obstacles, find budget, and be nice. The concept piqued my interest, and after studying it, I found it really resonated with me. I realized a lot of my natural style for managing or leading had parallels to this approach. Not identically, and some areas need improvement, but it was enough to inspire me to embrace this approach and learn more. So much so, in fact, that I am now writing in an effort to inspire at least one of you. Servant Leadership was coined by Robert K. There is a now a Center for Servant Leadership, and they summarized Servant Leadership in the following way: The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible. I remain thankful for this epiphany, but no matter what you do, the ego is always waiting to be fed. The real challenge lies in finding ways to recognize this underlying need while considering something beyond yourself. This approach can allow your team members to flourish. Imagine creating an environment where you are there to encourage individual expressionism, problem solving, and project ownership? The results will be impressive. While I personally would argue that leaders should take the blame and team members should be given the credit, even an ego-focused leader would find this approach to be fulfilling. A service approach compels a better company culture. Company cultures are shaped by more than values and a brand. They are influenced by behavior at the top. Think about what type of company you want to help shape. I prefer one where leaders at all levels are committed to supporting their teams and giving them the freedom, framework and encouragement to innovate. A servant approach requires greater responsibility and accountability across the entire department or organization and naturally creates an environment for future leaders to learn, make mistakes, flourish, and understand various company strategies. Servant Leadership embodies this and helps create leaders that are inspirational and aware. For me, this is philosophy is Servant Leadership.

Chapter 4 : The Hand (comics) - Wikipedia

Most leadership books and seminars focus on leader behavior and try to improve leadership style and methods. The emphasis is on the hands of the leader.

Its essence is a focus on individuals and a decentralized organizational structure. It also emphasizes other core values that encourage innovation and the development of leaders that must first focus on serving all stakeholders in an organization. Below is a discussion of servant leadership and why it can be an important driver for entities and individuals that embrace its core concepts. The Founder The term servant leadership is attributed to an essay written by Robert Greenleaf in Greenleaf was suspicious of those focused on leading first, "perhaps because of the need to assuage an unusual power drive or to acquire material possessions," he said in his essay. As he put it, "caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. This means having the upper management share key decision-making powers with employees who work directly with clients and customers ; they are arguably better aware of what is needed to remain competitive because of their knowledge of what is occurring on the "front lines" of the business. The Greenleaf Center explains that when companies are close to the customer, they make better decisions that help retain clients as well as win new ones. Overall, this system is "more efficient and effective in allocating resources. Corporate cultures that centralize power in the wrong hands can end up stifling innovation. Perhaps most importantly, servant leadership is focused on serving all stakeholders in the corporation. This includes employees, customers and the community in general. It is seen as an evolution of a traditional corporate measure that emphasizes growing shareholder returns over time. A criticism of this measure is that it can be at the expense of the other stakeholders, especially if profit is the only driver of corporate success and leads to the trampling of other stakeholders that are vital to long-term survival of an organization. The Primary Characteristic Larry Spears listed a number of essential characteristics that he saw as defining servant leadership. For firms to remain competitive, listening is crucial. Employees must stay connected to customers and industry developments and they need to listen and remain receptive to clients. This is because those external parties frequently have significant insight into product successes and changes that could grow into challenges or ruin a firm if not addressed. Additionally, persuasion is suggested through consensus-building and stands in direct contrast to tactics that are considered more about command and control. Coercive tactics that are pushed through from more centralized organizations can be especially destructive. From an employee development perspective, empathy means takes the point of view that customers and colleagues have good intentions. It emphasizes open-mindedness in hearing decisions. Healing might seem too soft for many corporate cultures, but at its core it emphasizes the development of individuals from both personal and professional perspectives. For instance, encouraging learning, development and constructive feedback along with the completion of job tasks is the focus of this characteristic. Foresight is similar to awareness but stresses the ability to use past lessons for success going forward. A commitment to the growth of people is also warranted, as is an emphasis on developing talent. Empirical Support for Servant Leadership At its best, servant leadership can help a firm run more effectively. It is immediately apparent that its corporate credo to serve customers, employees, communities and shareholders embraces an important aspect of servant leadership. Such companies typically strive to develop managerial talent and create leaders that rise from lower ranks and are therefore focused on serving customers and others within the firm. Upper management spends a significant amount of time developing future leaders. A major focus of its human resources department is to find the appropriate mix of centralized and decentralized functions. Companies who practice servant leadership generally should leave acquired companies to operate independently so as not to negatively impact the entrepreneurial spirit that made them a viable buyout candidate in the first place. Servant leadership-oriented corporations take the stance that what is good for customers is good for business. Such a culture encourages employees to create products of high quality and value in terms of price and utility to consumers. Firms that qualify as going against the concepts of servant leadership include those that fell by the wayside during the mortgage meltdown. Lehman Brothers and Bear Stearns are derided for placing greed and

growth over customers that were sold sophisticated investment products for which they had little understanding or need. Employees — especially those in upper management — were unduly focused on profits and personal gain over a sustainable goal of treating all stakeholders with respect. The Bottom Line

Servant leadership has many useful concepts that can be applied to businesses to help them run more effectively and efficiently. For investors, it can be used to identify firms that have the best chances for success while operating in intensely competitive industries. Servant leadership is obviously wary of a centralized, command-and-control style, but there are still going to be many instances where it is the most effective way to manage certain business operations. Overall though, servant leadership is important for its holistic views of corporations, individuals and communities, and how to protect and encourage their well-being. Trading Center

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Chapter 5 : The Servant Leader by Kenneth H. Blanchard

Robert K. Greenleaf first coined the phrase "servant leadership" in his essay, "The Servant as a Leader." However, it's an approach that people have used for centuries. However, it's an approach that people have used for centuries.

However, most of the discussion centered on his latest work: *How the Mighty Fall*. I looked forward to this talk, because the Level 5 Leadership model from *Good to Great* is frequently referenced as really another name for servant leadership. In addition, when studying leadership, we need to focus not only on success, but also comparative failures, such as those reflected in his latest book. Below are servant leadership highlights from Collins presentation: There are five stages that he and the research team identified. He walked us through each. Below are highlights by each stage. Collins addressed this in *GtG* by stating something along the lines of not wanting to give the reader the wrong idea by calling it Servant Leadership. If you allow growth in scale— Sam Walton did not add his second store until 7 years after opening the first Starbucks did not establish their 5th store until 13 years into their development Most overnight success stories are 20 years in the making If you stay in stage 4 long enough you erode financial capital and cultural capital Cultural capital was a key and often overlooked principle The idea is that these swings up and down, of fleeting moments of success, erode the will and faith of the people that the next upswing will work and you lose energy and momentum as a result. Key point to remember: As he put it, you had to understand this contrast — what made them so great? How did they avoid falling when other, seemingly great companies, did not? You must have a reason to fight, beyond just making money Disney Example: Disney faced a takeover battle at one point The board and management thought that was unthinkable, even though the company was worth more for its assets than the company as a whole Note: Every great company can answer this question: If we lose our soul, we lose it all— We will not abandon our values. You select the people who already share the values. You have to have both. What are the key seats on your bus? What percentage are filled with right people? Create pockets of quiet Block time to zoom out and think Turn off electronic gadgets What is your questions to statements ratio? Can you double it in the next year? Get the right people.

Chapter 6 : Servant Leadership Lesson: Jim Collins at Chick-Fil-A Leadercast - Modern Servant Leader

The Rise of the Servant Leader by Ken Blanchard February 28, Ken Blanchard is a best-selling author, speaker and chief spiritual officer of The Ken Blanchard Cos.

Greenleaf first set forth the idea in "The Servant as Leader", an essay that he first published in 1970. In this essay, Greenleaf explains how and why he came up with the idea of Servant Leadership, as well as what a Servant Leader should be. Greenleaf gave this idea an extensive amount of thought before bringing it to life. They all work well together, until one day when Leo disappears. Greenleaf came to the realization that a new found leader should be someone that servants or workers can relate to [5]. Leo was seen as a servant, but when the other servants realized that things fell apart without him he became far more than just a servant to them. Although Greenleaf first coined the phrase Servant Leadership, the idea came about years before in a religious context. In the bible, Jesus Christ presents the idea in his teachings to his disciples. The most important characteristic in being a Servant Leader, according to Greenleaf, is making your main priority to serve rather than lead. Ginny Boyum states that Greenleaf proposed that a servant leader should serve first, the needs of others are their main priority, they find success and "power" in the growth of other, and "A servant can only become a leader if a leader remains a servant" [2]. In simpler terms, a Servant Leader should seek to be a servant first and care for the needs of all others around them. In possessing these traits, an individual would be classified as a servant leader because, overall, they are causing the servants to become healthier, wiser, achieve self-improvement, and eventually possess the traits of a Servant Leader as well. The "I serve" mentality is evident in politicians who define their role through public service. From the "I serve" mentality comes two premises, I serve because I am the leader, and I am the leader because I serve. The first premise signifies the act of altruism. Altruism is defined as the belief in or practice of disinterested and selfless concern for the well-being of others. Jesus declares himself among them who serve. Greenleaf declares that servant leadership begins with the natural feeling of wanting to serve first. Only through the act of serving does the leader lead other people to be what they are capable of. The second premise of servant leadership is I am the leader because I serve. In other words, this begins with a rooted ambition to be leader or personal ambitions of a leader. Servant leadership is handled throughout the literature by many different dimensions. Servant leadership represents a model of leadership that is both inspirational and contains moral safeguards. Most of the literature on servant leadership have standalone quality. Several scholars have tackled the construct presented by Greenleaf. Academic research efforts often focus on altruism, self-sacrifice, charismatic, transforming, authentic, spiritual, and transformational and leader-member exchange. Despite several conceptual papers on the topic of servant leadership, there is no consensus on empirical research for the servant leadership construct. Spears specified servant leadership with ten characteristics. According to Kuzgun, the empathic ability occurs during the communication process. The empathic ability does not only allow for a person to feel what someone else is feeling but to also understand. According to Gander and Gardiner empathy is an important condition for servant leadership. Gander and Gardiner believed this to be true because empathy provokes one to share, help, and portray other altruistic behaviors. Empathy is the gateway to such a behavior. Empathy and listening play a pivotal role only together. Greenleaf believed that listening begins with genuine interest that only manifest itself from close attention. Greenleaf speaks of a genuine thirst in general for serving but he is specific in that only through close attention can genuine interest be formed. Greenleaf hinted that once an interest is formed then everything else would fall into place, like being genuine. The third characteristic of servant leadership according to Spears is healing. Healing makes up for one of the spiritual characteristics of servant leadership. Spears believed healing to be one of the greatest strengths of servant-leadership because of the potential it holds. Spears advocated that not only can a servant leader heal others but also can heal their selves by healing others. From conceptualization, servant leadership elicits to a premise that individuals are not whole but only by serving is a completion of ourselves made. Awareness is the fourth characteristic of servant leadership according to Spears. Greenleaf believed that the servant leader must be aware of their limitations therefore, seek the opportunities to serve others. A true

servant leader must recognize their capabilities and rely on those they serve. The servant leader must be aware of this. Conceptualization and persuasion are the next two characteristics of servant leadership according to Spears. Conceptualization and persuasion are two goals that allow a leader to see beyond immediate gains and toward future goals. Only through communication can a leader of any style convince others of the direction needed to make the goals a reality. This is where the distinction of servant leadership falls. Servant leadership does not include coercion, rather consensus. To serve is to be empathetic, a listener, a healer, and being aware. According to Greenleaf a servant leader must cultivate the conditions that favor intuition. Another distinction for servant leadership is that it does not force those to conform to a preordained path set by them. According to Spears, foresight is a characteristic of the servant leader that enables them to understand past lessons, realities of the present, and likely consequences to come in the future due to decisions made in the present. The eighth and ninth characteristic of servant leadership according to Spears is stewardship and commitment to the growth of people. The servant leader must be committed to the growth of every individual they serve. Spears uses the term "nurture" in regard to stewardship. Spears does because the servant leader must do what they can, in order to foster growth. This is why a servant leader cannot embrace stewardship without having a deep commitment to others. This makes a servant leader according to Spears. In other words, a person who is deeply committed to the wellbeing and growth of those they serve will be able to see their selves in others. Last characteristic of servant leadership according to Spears is community building. Greenleaf believed trust, ethical behavior, and respect to be difficult for the young to learn and the old to maintain so it falls upon the servant leader to build the community with that mannerism in mind. Only when a servant leader embraces their role can the community be restored through love. Greenleaf found love to be undefinable but also infinite. Here are some of the most pivotal attempts in research to captivate servant leadership in its entirety. Some research mention points toward some of benefits of servant leadership and shortcomings: The ten characteristics are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community. Leadership experts such as Bolman, Deal, Covey, Fullan, Sergiovanni, and Heifitz also reference these characteristics as essential components of effective leadership. James Sipe and Don Frick, in their book *The Seven Pillars of Servant Leadership*, state that servant-leaders are individuals of character, those who put people first, are skilled communicators, are compassionate collaborators, use foresight, are systems thinkers, and exercise moral authority. Joe Iarocci, author of *Servant Leadership in the Workplace*, identifies 3 key priorities developing people, building a trusting team, achieving results, 3 key principles serve first, persuasion, empowerment and 3 key practices listening, delegating, connecting followers to mission that distinguish servant leadership in the workplace context. He identifies seven key practices of servant leaders: Servant-leaders continually strive to be trustworthy, self-aware, humble, caring, visionary, empowering, relational, competent, good stewards, and community builders. Researcher Akuchie explored the religious and spiritual articulations of the servant leadership construct. Akuchie examined a single Bible passages related to servant leadership. A passage just like the one mentioned in the opening of the essay. Akuchie suggested that the application of this lesson is for daily life. However, Akuchie did not in any way clarify servant leadership as distinct from other forms of leadership or articulate a framework for understanding servant leadership. They argued that this leadership principle was so important to Christianity that it was captured by all four gospel writers Matthew, Mark, Luke, John. The researchers argued that servant leaders have a particular view of themselves as stewards who are entrusted to develop and empower followers to reach their fullest potential. However, Sendjaya and Sarros research work did not propose a testable framework nor did this work distinguish between this and other leadership styles. The transformational leadership model was conceived in part by James MacGregor Burns in and Bernard Bass in *A major distinction between transformational leadership and servant leadership is the focus of the leader. The servant leader focuses on the service to followers, customers, and the organization whereas the transformational leader focused on the goal of the organization. The servant leader influences by serving the needs of others whereas the transformation leader influences by modeling. The servant leader promotes team problem solving individualized development whereas the transformational leader uses persuasion to promote individualized influence. The servant leader motivates by providing autonomy and*

resources whereas the transformational leader motivates with charisma to attain a common goal. Graham identified servant leadership as the most moral of charismatic effects. The researchers presented servant leadership as a hierarchical model in a cyclical process. This consisted of behavioral vision, service and relational influence, credibility, trust components. However, this conceptualization made by these researchers did not differ from leadership theories such as transformational leadership. Researcher Polleys distinguished servant leadership from three predominant leadership paradigms the trait, the behavioral, and the contingency approaches to leadership. These researchers developed operational definitions and scales to measure 11 potential characteristics of servant leadership. Factor analyses reduced this scale to five unique dimensions: Among these five dimensions, altruistic calling is most aligned with ethics. These seven dimensions are conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically, emotional healing, and creating value for the community. Improving an individual in an organizational setting. Each dimension is assessed by four items, totaling 28 items for this scale.

Chapter 7 : The Servant Leader : Transforming Your Heart, Head, Hands, and Habits (ExLib) | eBay

Servant-leadership is not a different category of leadership but the style and attitude that pervades every method of Christian leadership. At times leaders can best serve their followers by leading autocratically (as when Jesus told his disciples what to take, do and say on their first missionary venture - Matthew).

Who would you choose? Why did you choose this person? For me, the greatest leader in the history of the world is Jesus. Jesus lived over 2,000 years ago and we are still talking about him. We are still feeling the impact of his influence. What was it about Jesus that made him such an effective leader? The Heart represents your intentions and motivations as a leader. Every leader has their motivation for being a leader. Why are you a leader? Are you a self-serving leader or a servant leader? My motivation for being a leader is to help people and organizations get healthy. How do I do that? I influence organizations to grow and impact their communities. The Head represents your beliefs about leadership and influencing others. Jesus believed that servant leadership was a way of life. He taught this to his disciples. He lived it out by laying his life down on the cross. What are your beliefs and assumptions about leadership? What is your leadership point of view? What are you modeling for your team and followers? I am to serve those on my team by pointing them to Jesus. For me, I choose to point people to Jesus. The Hands represents your leadership behavior. Jesus not only had the right vision, but he was involved in doing the right things. Your behaviors will align with your beliefs. You may not have a clearly defined point of leadership which you can articulate to others, however your behaviors will reveal your point of leadership. What are your behaviors as a leader? How would people on your team define your leadership? My leadership style is to be very team-oriented. In other words, the team possesses a stronger IQ than a single individual. I believe every team should have a clearly defined purpose that is common, clear, and compelling. The Habits represent how you are being replenished or renewed daily. Jesus found renewal in solitude, prayer, and investing in his disciples. What activities drain you? In addition, I have evaluated the current state of each activity. For example, my relationship with God, my devotion time, time I spend in solitude, praying to God is the number one activity that helps me to be my best. On a scale of 1 healthy to 5 unhealthy I rated my current state as a two with an arrow pointing toward 1 because my time with God is growing stronger each day. An activity that depletes me or puts on the brakes in my life is negativity. I cannot hang around negative people or be exposed to negative situations. It brings my creativity and energy level to a screeching halt. So this arena is good at the moment. What are your thoughts? Which domain is your strongest? Which domain needs some attention? What are your keys to being effective as a leader?

Chapter 8 : Heart, Head, Hands, Habits

Marks of a Servant Leader. or worked with his own hands to provide for himself, or went hungry, or dressed poorly, or was beaten, or was homeless, or endured.

You can help by adding to it. Fictional organization history[edit] Origins[edit] The hand has five fingers, each of which can exist independently of others. Not unlike the five islands that form Japan. However, when the five fingers of the hand come together for a single, unified purpose Over a period of centuries, they refined their art in secluded camps. Ninjitsu was also designed to encourage spiritual growth by pushing oneself physically and mentally beyond normal human limits. The ninja were experts in espionage and assassination , and offered their specialized services to samurai warlords and others who could afford them. Hearsay gave rise to the myth that ninja were the spawn of the Tengu , and that their divinity gave them extraordinary abilities. These myths were likely spread by the ninja themselves. Nonetheless, it would seem that an ancient ninja clan known as the Snakeroot can and does trace their bloodline back to these demons. Facing growing frustrations with the corrupt government that had been tainted by foreign influence, Yoshioka transformed the school into a training ground for samurais whose goal was to put power back in the hands of the Japanese people. Thus, the Hand was born. Unlike the other factions of ninja, this "new" Hand both worked as mercenaries and sought power themselves. The Hand sought dominance over all others, working for allies of convenience while seeking to eliminate their enemies. Shortly upon joining HYDRA, Baron Strucker seized control of the organization from its Japanese founders and slowly steered the organization towards the goal of world domination. Another of his former pupils, Elektra Natchios , has also been involved with the Hand. She infiltrated the Hand, determined to prove herself to Stick. Instead, the ninja tricked her into killing one of her former sensei. Elektra served the Hand for a time, but after their ways corrupted her soul , she fled Japan back to America. Stick thwarted an assassination attempt by four Hand operatives; he then summoned the other members of his order Shaft, Stone, and Claw to New York City. The Hand regrouped and attacked Stick and his band of warriors that now included Daredevil and his current lover, Black Widow. The Hand had almost overpowered the small band of warriors, when Stick and Shaft resorted to an ancient technique that drained the life force from all ninja present. Unfortunately, the technique resulted in the explosion of Stick and his comrade as a result of the excess energy they had absorbed. The few remaining Chaste traveled to New York, seeking the assistance of Daredevil. Once there, the Hand attacked the Chaste and Daredevil relentlessly. However, the proceedings were interrupted by Daredevil, who accepted their offer, on the condition that the Hand should not do business with the Kingpin or Lady Bullseye again. The three remaining ninja-lords accepted this arrangement. When Bullseye attacks his fortress, Daredevil ends up killing him in the same manner as Bullseye did to Elektra. Daredevil blames them for the diversion and has the Hand attack them. He is then approached by Elektra, who apparently swears her allegiance to him. The street-based heroes are visited by Master Izo, who states that the Snakeroot Clan plan to make Daredevil a vessel for the Beast of the Hand who desires nothing but darkness and destruction. This, when Luke Cage is visited by his old friend Lacy Kimbro, who tells Luke that her son Darris is among the cops that are held prisoners by the Underhand. There is only the Beast! In the aftermath of the attack on Shadowland, some of the Hand ninjas who evaded capture arrive in the sewers to join up with the Goblin Nation which is led by Goblin King. After the funeral of Bruce Banner , the Hand steals his body so that they can use it to strengthen their ranks.

Chapter 9 : The Benefits of Servant Leadership | Tim Kopp: CMO to VC

Servant leaders, who consider their position as being on loan and as an act of service, look beyond their own season of leadership and prepare the next generation of leaders. Jesus modeled the true servant leader by investing most of His time training and equipping the disciples for leadership when His earthly ministry was over.