DIGITAL TOOLKIT GUIDELINES

THE DIGITAL TOOLKIT

This digital toolkit is not a course, but it offers creative blended learning experiences to explore and train Servant Leader competences. The proposed learning paths with their activities and resources make use of art-based (learning) approaches and techniques.

FOR WHOM?

The toolkit has been designed for different audiences:

- **Individual practitioners**: e.g. managers, HR professionals, professional coaches, who either want to become skilled in Servant Leadership characteristics themselves or plan to offer it to (internal) clients
- **Educators**: e.g. HEI professors, school managers, adult/professional trainers who want to apply it as a blended learning module or training
- **Students**: e.g. HEI students, others (managers, trainees) who show interest in Servant Leadership and want to follow a structured and guided education/training.

THE TOOLKIT OFFERS…

- **Videos**

  1 video introducing Servant Leadership

  6 videos - one for each Servant Leader characteristic

- **Cards**

  5 art-based exercise cards (3 green cards + 2 blue 'bonus' cards) for each of the 6 characteristics. The cards can be filled in online and (if necessary) be downloaded.

- **Diary**

  Downloadable diary layouts are available for participants/students to fill in insights and learning experiences from the exercises (manually) and/or implement images (e.g. illustrations, photos).

HOW TO USE THE TOOLKIT?

1. Learn about Servant Leadership:

Watch the 7 videos (introduction and characteristics) to become acquainted with the theoretical background and implications.

2. Working with the (characteristics) cards and exercises:

There are green cards and blue 'bonus' cards. The green cards are more 'accessible', the blue bonus cards may require more time to reflect and practice.

All cards start with an art-based example (e.g. video, story, image) that invites to reflect and interpret and from there take you further into the characteristic and personal (and leadership-related) contexts. This is why the steps within most of the exercises are identified with a letter:

I - INTERPRET an audiovisual or **artistic stimulus presented** in the card

C - CREATE art-based (or other) activities/products, promote others' creations and observe the insights/impact provided during the creation process

T - TRAIN the characteristic in **secure contexts** (alone, with artful course colleagues/ participants and facilitators, with neutral persons...)

A - APPLY to your personal or leadership context (organization, team, colleagues, others) by observing yourself, asking for other peoples' observations and improving your behaviour in **target contexts**

R – REFLECT in an **abstract** (and/or critical) **way** about a characteristic/theme and reflect about yourself/others using more abstract thinking than 'just' observing (as in APPLY).

AUTHENTICITY

Card	Question number	Type
1. Alignment…	1	I
	2	I
	3.a	A
	3.b	A
	3.c	A
2. (Moral) Courage	1.A	I
	1.B	R
	1.C	A
	1.D	A
	2	R
	3.A	C
	3.B	C
	3.C	C
3. Thinking…	1.A	I
	1.B	I
	1.C	I
	2.A	C
	2.B	C
	3.A	A+C
	3.B	A+C
4. Internal states…	1.A	A+T
	1.B	A
	2.A	C
	2.B	A+R
	3.A	A
	3.B	T
	3.C	A+C+R+T
5. More and more…	1.A	I
	1.B	I
	2.A	C
	2.B	C
	3.A	A
	3.B	A

ARTFUL LEADER

INTERPERSONAL ACCEPTANCE

Card	Question number	Type
1. Forgiveness	1	I
	2	I
	3	A+T+C
	4	I
2. Empathy	1	R+A
	2	I
	3	I+R
	4	A
	5	A
3. Points of view	1.1	I
	1.2	A+R
	2.1	A+R
	2.2	R
	2.3	C
	3.1	A+R
	3.2	R
	3.3	R
	3.4	C
4. Trust	1	I
	2.1	R
	2.2	R
	2.3	R
5. Empathy, compassion	1	I
	2	I
	3	C
	4	C
	5	C
	6	R

HUMILITY

Card	Question number	Type
1. Being humble…	1	I+R
	2	C
2. Let it go	1.1	I
	1.2	I
	2	C
3. Grow with one…	1	I
	2	C
	3.1	A
	3.2	A
4. Step down	1	I
	2	I
	3	C
5. What does it look like	1	I+R
	2.1	C
	2.2	C
	3.	C

ARTFUL LEADER

PROVIDING DIRECTION

Card	Question number	Type
1. Creating a vision	1	I
	2.1	A+C
	2.2	A+C
	3.1	A+C
	3.2	A+C
2. Accountability	1	I+ A
	2	C+A
	3	C
3. Do a constructive critique	1.1	T
	1.2	R
	2.1	A
	2.2	A
	2.3	T
	2.4	T
	2.5	T
	3.1	A
	3.2	T
	3.3	T+A
4. Communicate with body	1	I+A
	2.1	T
	2.2	T
	3.1	T
	3.2	T
5. Direction to the course	1	T

EMPOWERMENT

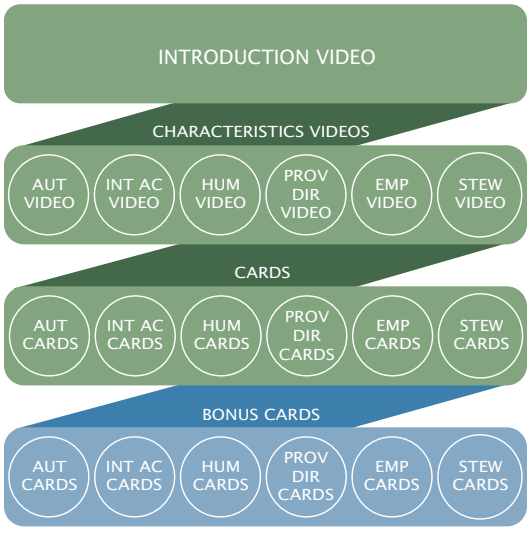
Card	Question number	Type
	1.1	A
	1.2	C
	2.1	R+A
	2.2	R+A
	2.3	C
	2.4	C
1. Target power	1	I
	2	I
	3	A
2. Delegation	1	I
	2	R
	3	C
3. Empower your…	1.1	I
	1.2	A
	1.3	C
	2.1	I
	2.2	R
	2.3	C
4. Facilitation	1	I
	2	A
	3	A

STEWARDSHIP

Card	Question number	Type
1. Being a role model	1	I
	2	I
	3	R
	4	A
2. Working for…	1	A
	2	A
	3	A
	4	R
	5.1	C
	5.2	C
3. Learning from…	1	I
	2	A
	3	R
	4	C
4. Taking care for the other	1	I+A
	2	R
	3	A
	4	C
5. Take care, maintenance	1.1	R
	1.2	A
	1.3	A
	2	A
	3.1	A
	3.2	A

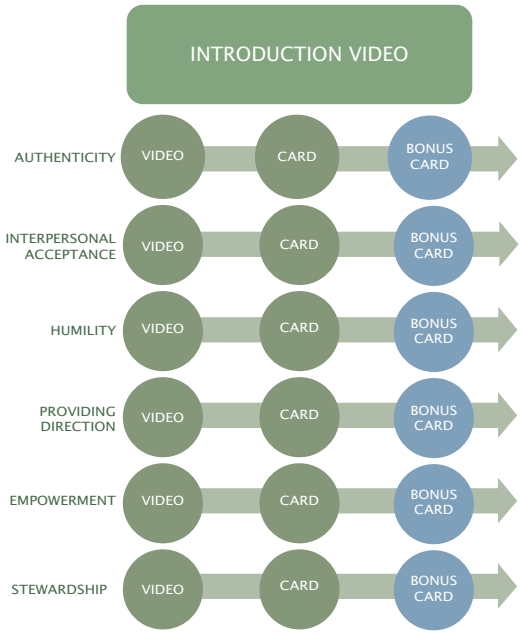
A CHOICE FOR POSSIBLE LEARNING PATHS

There are several possible learning paths, depending on the assignment given to you (by your educator/trainer/coach), or how deep you want to go yourself when you do it voluntarily. It may occur that you start with one path and choose to continue with another, based on insights; it is possible that you already are gifted with or competent in certain characteristics and not at all with others. The choice for some exercises might also depend on the (practical) possibilities or limitations (e.g. availability of a co-worker, group, team, venue, time) at a certain moment.



The spiral learning path

This will lead you from a global knowledge of the Servant Leader model and the characteristics to a progressive deepening of your understanding of all the characteristics.



The characteristics deepening path

After the introduction video of a single characteristic go through the whole characteristic, one at a time.

After watching all the videos, go directly to the characteristic of your choice and exercise type you prefer, thus

I - Interpretation path

C - Creation path

T - Training path

A - Apply on the spot-/in the team path R - Reflection/critical thinking path

GLOBAL LEARNING OUTCOMES

- You will be able to recognize the trends that impact businesses, education and society and their implications for leadership and workforce
- You will become literate with respect to the Servant Leader model
- You will develop (servant) leadership competences for a context of rapid change and growing complexity
- You will have a digital toolkit at your disposal to support the growth of others
- If the toolkit is used within a course / module and a larger group, you will be able to connect to a community of peers working in similar contexts and with similar challenges
- You will develop art-based learning competencies
- You will develop self-guided learning competences