Section II — Work as an Expression of Personal Vision and Contribution

Principle

In a Servant Leadership culture, work is not experienced merely as a job, a set of tasks, or a means of compensation.
Work becomes a meaningful expression of an individual's personal life vision and a vehicle for contributing to the lives of others.
When individuals see their work in this way, commitment deepens, accountability becomes internal rather than imposed, and relationships are grounded in purpose rather than obligation.

Standard

Each associate is expected to:

- Clarify their personal values, life purpose, and the kind of contribution they wish to make through their work.
- Understand how their role within the organization provides an opportunity to live those values.
- Recognize that their work affects not only the Company's results, but also the lives of colleagues, vendors, clients, and the broader community.
- Approach their responsibilities with the intention to strengthen others, not merely complete tasks.
- Take ownership for aligning personal goals with the Mission and purpose of the organization.

Leadership Responsibility

Leaders are responsible for creating conditions in which associates can experience their work as meaningful and connected to their life vision.

This includes:

- Helping associates clarify their strengths, values, and aspirations.
- Demonstrating respect for each individual's desire to grow and contribute.
- Communicating how each role supports the larger Mission.

- Encouraging conversations about purpose, commitment, and contribution.
- Recognizing that people give their best effort when they feel their work matters.

Leaders in a Servant Leadership culture do not attempt to motivate people through pressure or fear, but through meaning, trust, and shared purpose.

Behavioral Indicators

A team is living this principle when:

- People speak about their work with ownership rather than obligation.
- Associates understand how their role contributes to the success of others.
- Individuals show concern for the growth and well-being of their colleagues.
- Conversations include purpose, not only performance.
- People demonstrate pride in contribution rather than attachment to status.
- Cooperation replaces competition as the dominant way of working.

Coaching Questions for Facilitators

Facilitators and leaders may use questions such as:

- What kind of person do you want to be through your work?
- How does your role here allow you to live your values?
- In what ways does your work make a difference for others?
- What part of your work feels most meaningful to you?
- Where are you working only out of obligation rather than commitment?
- How could your work become a stronger expression of your life vision?

These questions are not asked to evaluate performance,
but to help individuals become more aware, more intentional, and more responsible for their contribution.

Training Outcome

When this principle is fully developed:

- Work becomes a place of growth rather than compliance.
- Accountability becomes self-directed rather than enforced.
- Relationships become cooperative rather than transactional.
- Commitment becomes durable rather than temporary.
- The organization gains strength because individuals experience their success as connected to the success of others.