

Menorah Servant Leadership Assessment (MSLA)

Ways to benefit from the MSLA

a. Individuals:

The report is meant to be used for your self-development. Once you have taken the assessment, our certified consultants will help you to identify your strengths and your areas of improvement. Our consultants will work with you to help you develop an action plan and then coach you during the implementation of the plan.

If you are interested in accessing the MSLA tool as an Individual , click here [<Link to the "Contact us" form>](#) (The system should autofill the subject as "MSLA survey request" and send to the admin.

b. Organisations:

The MSLA assessment is a powerful tool to initiate a Leadership Transformation through the organisation. Cohorts in the organisation will be taken through the MSLA survey and the results will be integrated into the S.L.A.M intervention that our consultants will run for the organisation.

If you are interested in availing MSLA for your organisation, click here [<Link to the contact us form>](#). System should fill in the subject as "MSLA survey request – Organisation" automatically.



Report Prepared For : Sample Participant

Report Prepared On : Mar 4, 2020, 2:48:51 PM

Background on report

The MSLA is a statistically validated tool developed by Dr. Madana Kumar, PhD. This is adapted from and customized based on the work that was done by Dr. Robert Liden. This study defined 7 behavioral patterns that was specific to Servant Leaders. These behaviors are structured under our DEEP BHC Framework

- **Demonstrating Conceptual Skills,**
- **Empowering,**
- **Emotional Healing**
- **Putting others first**
- **Behaving Ethically**
- **Helping others to grow and Succeed,**
- **Creating Value for the Community.**

The report provides you with a self-view on these seven behavior patterns and helps you to compare and contrast the perceptions based on the same seven behavior patterns from three of your stakeholders viz; your immediate supervisor or manager, your peers, and the team that takes directions from you in some way or other. For obvious reasons, when we calculate your aggregate scores, we do not include your self-view.

Do's and Don'ts

The report is meant to be used for your self-development. Hence there are few things you should not do with the report

- **Try and find out who would have given you a high or a low response**
- **Rationalize or justify your scores**
- **Feel proud if you have high scores**
- **Feel frustrated if you have low scores**

Please take it as it is and use it for your development purposes. From the report, you should identify your strengths and your areas of improvement. The suggested way of identifying your strength is to look for behaviours where your aggregate score is highest and also to look for behaviours where your self-score is closest to the “others” view. Similarly, for your areas of improvement, please look for behaviours where your aggregate score is the least and also where the difference between your self-score and “others” score is the maximum. You must always identify your strengths before you identify your areas of improvement. It is always important to develop one's strengths and not be focused only on weaknesses.

Table 1 : Status Of Responses

Report Prepared On :

Survey Respondent category	Number invited	Number of responses at the time of report generation
Manager	1	1
Peer	5	1
Team	5	3

Your score and observation

Table 2 : Score

Menorah Servant Leadership Assessment: Sample Participant								
Consolidated Report								
	DEEP BHC Behavioural Pattern							
SI No.		Self Score	Manager/ Supervisor	Peers	Team Members	Aggregate of Others	Global Mean	ust-global Mean
1	Demonstrating Conceptual Skills	18.00	20.00	BM	18.00	19.00	17.84	17.82
2	Empowerment	19.00	19.00	BM	16.67	17.89	17.16	17.28
3	Emotional Healing	19.00	20.00	BM	17.67	18.89	17.50	17.57
4	Putting Others First	19.00	19.00	BM	18.00	19.00	16.40	16.47
5	Behaving Ethically	18.00	19.00	BM	18.67	19.56	18.56	18.51
6	Helping Others Grow & Succeed	18.00	20.00	BM	17.33	19.11	17.09	17.15
7	Creating Value for Community	19.00	19.00	BM	19.00	19.67	17.26	17.15
Total Score		130.00	136.00	BM	125.33	133.11	121.81	121.95

Note: BM = Below Minimum, and NR = No Response

In the given set-up, one can score minimum possible (weakest) as 3 and maximum possible (Strongest) as 21 for any behavioral pattern. This also means that range of your score can be from 3 to 21.

Aggregate of others is weighted average of Manager, Peer and Team member where Manager carry 1/3 of importance .

Graph 1 : Score

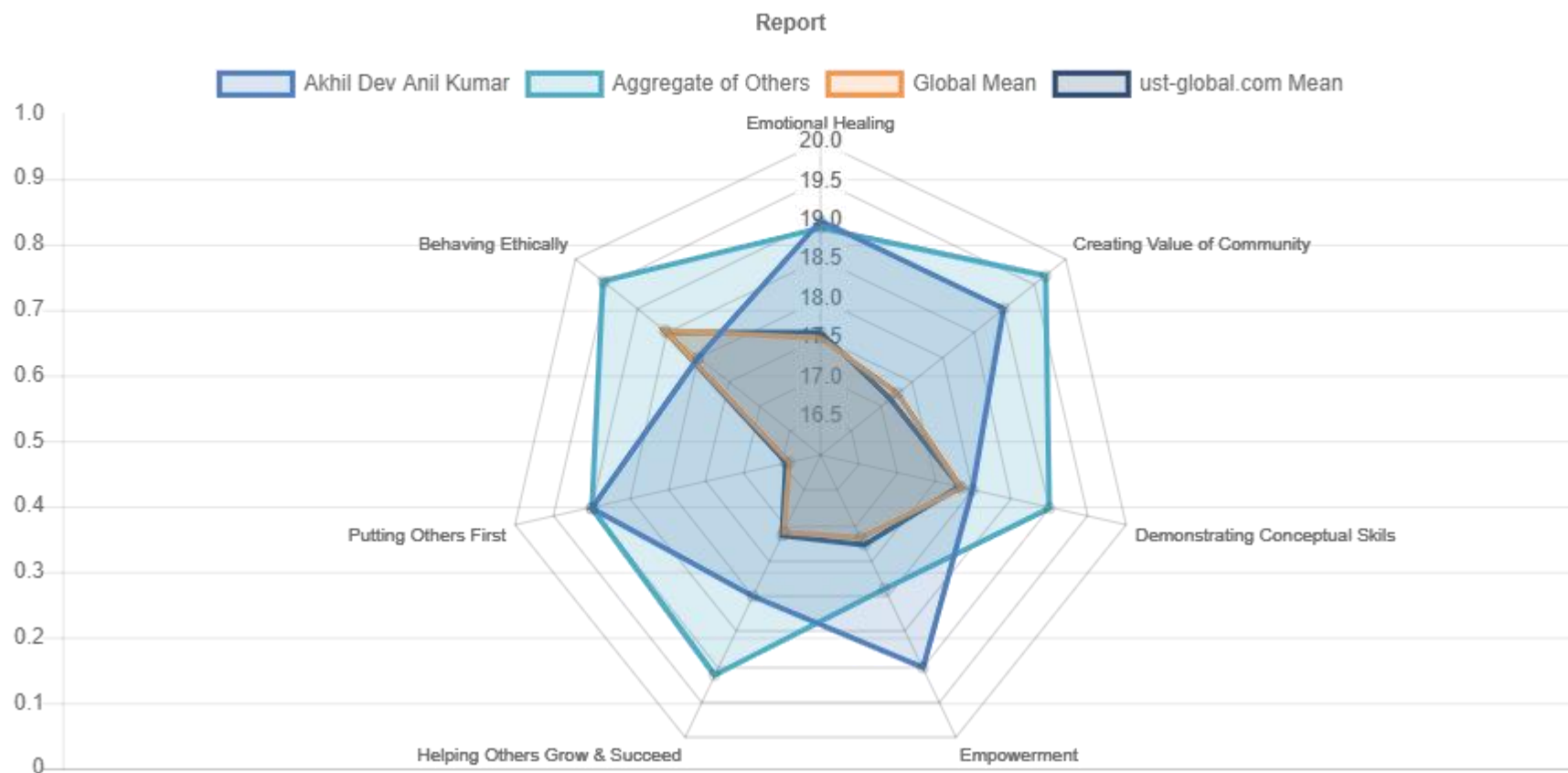


Table 3 : Observation

Sl No.	Category	Behaviour	Score
1.	Strength	♦ Creating Value for Community	♦ 19.67
2.	Area of Improvement	♦ Empowerment	♦ 17.89
3.	Over Estimation (Highest difference of 'Self View - Aggregate of Others')	♦ Empowerment	♦ 1.11
4.	Under Estimation (Highest difference of 'Aggregate of Others - Self View')	♦ Behaving Ethically	♦ -1.56

Understanding Behavioral Attributes

Once you have identified the behaviours that need our attention, (both strengths and areas of improvement) you can map those behaviours to the Servant Leadership Attributes. Each behaviour has at least one primary attribute that significantly contribute to that behaviour, but may also depend on other supporting attributes. For example, the behaviour of Emotional Healing is rooted on the attribute of Healing. Empathy and Awareness play supporting roles in developing this behaviour pattern. On the other hand, demonstrating conceptual skills requires a strong support from the attributes of Conceptualisation and Foresight with support from Healing. This mapping will help you in identifying your specific action plans for your own development.

Table 4 : Behaviour to Attribute Mapping

DEEP BHC Behaviours	Primary Driving Attributes	Secondary Driving Attributes
Demonstrating Conceptual Skills	Conceptualisation, Foresight	Healing
Empowerment	Empathy,	Commitment to the Growth of Others, Stewardship
Emotional Healing	Healing,	Empathy, Awareness
Putting Others First	Listening,	Commitment to the Growth of Others,
	Persuasion,	Awareness
Behaving Ethically	Awareness,	Conceptualisation
	Stewardship,	Foresight
Helping Others to Grow and Succeed	Commitment to the Growth of Others,	Listening, Healing
Creating Value for Community	Building Community,	Commitment to the Growth of Others, Persuasion

The 10 attributes used are the original ones propounded by Robert Greenleaf, who is known to be the father of modern day Servant Leadership concept. These are categorized (By Dr. Madana Kumar, PhD) into three categories, viz; Thinking Related, Character Related and People related.

Thinking Related

- **Foresight:** A characteristic that enables Servant-leaders to understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future. It is deeply rooted in the intuitive mind.
- **Conceptualisation :** Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. While we must focus on day to day realities, we should be able to look beyond them and see beyond what is there today. Servant-leaders must seek a delicate balance between conceptualization and day-to-day focus.

Character Related

- **Awareness:** Self-awareness is always the first step to leadership.
- **Healing:** Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. This requires us to master the concept of forgiveness, and a deeper understanding of grace.
- **Stewardship:** Servant Leaders are expected to behave like stewards of the things on earth and not as owners. Servant Leaders are also expected to understand that each one has been given different roles and all roles have an equally important part to play in an organisation and in the world in general.

People Related

- **Empathy:** Do not reject anyone as people, even when forced to reject their behavior or performance. Are we able to put ourselves in the shoes of others? Are we able to feel the pain that they go through?
- **Listening:** Ability to listen receptively to what is being and said (and not said). Getting in touch with one's inner voice, and seeking to understand what one's body, spirit, and mind are communicating.
- **Commitment to the Growth of Others:** People have an intrinsic value beyond their tangible contributions as workers. Commit to a personal, professional, and spiritual growth of each and every individual within the organization.
- **Building Community:** The shift from local communities to large institutions has changed our perceptions and caused a sense of loss. Seek to identify a means for building community among those who work within a given institution.
- **Persuasion:** Not positional authority in making decisions. Seek to convince others, rather than coerce compliance.