



HENRIK AND DANIEL SEDIN

NHL Heroes and Servant-Leaders

—CAROLYN CRIPPEN AND DAVID NAGEL

We all need and seek heroes in our world. A common source for heroes can be found in professional sports. This paper will introduce readers to two elite ice hockey players, Henrik and Daniel Sedin, who play for the Vancouver Canucks Hockey Team in the National Hockey League (NHL). I believe they are servant-leaders and worthy examples for our youth and adults too.

After observing these two athletes over a period of two years on the ice, on television and radio broadcasts, and during interviews, plus extensive coverage in the print media, I noticed uniqueness to their style and play. I wanted to meet them personally and talk with them. They are often referred to as The Twins—which they are, born on September 26, 1980, in Ornskoldsvik, Sweden. After persistent effort addressed to the senior administration of the Vancouver Canucks organization, and with approval granted by the University of Victoria Human Ethics Review Board, I was finally permitted by the Vancouver Canucks to meet with Henrik and Daniel on November 14, 2011, for ninety minutes. The Canucks' vice president for communication, T. C. Carling, was also in attendance. My doctoral student, David Nagel, accompanied me to the Rogers Arena in Vancouver, British Columbia. David was responsible for recording the interview, and for the subsequent transcription.

Henrik (six minutes older than his identical twin) and Daniel joined the Vancouver Canucks in 1999 and have remained with them ever since. They began playing ice hockey at age eight. They did not play on the same hockey line until they were fourteen years old. Henrik is the captain of the Canucks hockey team. The following is a portion of the interview. The twins' first language is Swedish, and I am grateful for their effort and the patience they showed in responding to all my questions in English.



THE INTERVIEW

CAROLYN CRIPPEN (CC): Can you talk about some of the values that your parents and your family instilled in you when you were growing up, and how did they teach you these values?

HENRIK SEDIN (HS): Our dad was working a lot, so it was our mom, and the four brothers. We were taught from early on that...about helping, and helping out, that we were important in our family and that our... when we were sitting around and talking, that our thoughts and ideas were as important as anyone else's. Even from when we were little. And also, we had two brothers, and they were four and six years old and I think that a lot of times that year, that age difference, means that you're not a part of their life, but they always let us be involved with their friends and what they were doing and I think that taught us a lot of things when we grew up.

DANIEL SEDIN (DS): I think that's true, our brothers always made us a big part of their friends and we could always play with them, and I think that's been in our life since we, since that happened, I mean we all try to help others, and make everyone feel like they're involved.

CC: Now, this is Stefan and Peter?

HS/DS: Yes, yes.

CC: Did they play hockey too?

DS: They did, yes. Our dad coached Peter, so every time they went to the rink we followed them and watched them play, and we skated with them every once and awhile too, but yeah, we always found that we were a big part of their lives and their friends.

CC: Is there a particular experience that you can think about when you were a kid, where you actually did help someone specifically? Can you remember such an experience?

HS: Well I think, coming back to that making everyone feel involved, I think in school and recess or gym class, I mean a lot of times there were a few guys that were maybe a bit better than everyone else, and they wanted to play whatever sport they could, and we always felt like we're going to do this as a class...we had everyone involved, like girls and maybe kids that weren't as good as everyone else and we always made them feel like they could be a part of the group. So, I think that's maybe the one thing.

CC: Anything you want to add to that?

DS: No, I agree. I think that's...in school, or even kids in our neighborhood, we had everyone involved in the things we did, sports, or whatever we did, we had everyone involved, so I think that's the one thing.



CC: You're both devoted fathers, I've read about this, and your children. What qualities are you trying to instill in your own children? And how do you go about doing that?

HS: I think that's the same. We're going back to the same things here, but to have them feeling important. I think they're...you have to treat what they do and what they say as, it's important to us, and that they're not just kids, and you try to, "Okay, you're saying things but you're a kid," we try to feel as they're important and to treat everyone else like they want to be treated themselves. And that's the way we've been brought up, so...

CC: Now, I want to push this one a little bit. You guys travel so much, how do you go about spending the time with your children when you're on the road so much?

DS: It's tough, but I think, when we're home we really have a lot of quality time with our kids.

CC: What do you do?

DS: Take them to the park, and have them spend time with Henrik's kids, and other friends too. I think to teach them these things; I think they need to spend time, a lot of time, with other kids, and grownups too. To make them understand that, yeah, the values that we try to teach them.

CC: Do you [HS] want to add anything to that?

HS: I think it's just important that, I mean, like you said, we're gone a lot, but when we get home, you can't be just fun, fun, fun, and daddy's home, I mean it's got to be that you show them that you're a parent as well when you're home.

CC: You return to Sweden every summer; it's your original home community. Can you explain why this is important to you, and what do you do when you go back there?

HS: Well, for us, I mean, going back in summer we want to spend time with our mom and dad and our brothers, so for us that's why we go back. They're all still there. Mostly, I mean, our family has always been a big part of our lives, mom and dad, and like I've said our two brothers, they've been big parts of our lives, so we want to go back there and spend as much time with them as possible cause we don't have the time to see them a lot in the wintertime, so that's pretty much it. When we're back there, it's workouts, and it's spending time with them. Mostly, our kids get to see their grandma and granddad, [DS: cousins], cousins and everything so for us, that's important.

CC: And that's the only time they would go back each year, is all summertime.



DS/HS: Yep.

CC: At the very end of a (TV) clip...and I know you haven't seen it, but it shows the two of you standing there with a group of people around you, I guess the community or something, do you recall this?

DS: Yeah, that was a soccer team.

CC: What were you saying to these people; what were you talking about?

DS: Well, I think they were actually the national junior team in soccer. They came to our hometown to practice and we happened to be at the same place. They were a little bit curious how we worked out and how we looked at different things and we spent some time with them and it was interesting, cause it was...I mean, soccer and hockey are a little bit different. I mean, growing up we played soccer too so we got to know how they are and how they work out so it was fun.

HS: The coach...we actually had their coach when we grew up playing soccer too in different camps and stuff. He knew us a little bit, and he took us over and we talked about life and how we got here, and the experience we had from failures and success. It was fun.

CC: There are times in a person's life, when character and values are tested, and they have to make a difficult decision, or take a difficult course of action. This can be called a crucible moment. Can you tell me of such a moment that you've had in your life?

HS: Well, I think there's two things. One, I think one is...I mean, we had a lot of success growing up, in a lot of things we did, I mean...

CC: In Sweden?

HS: In school, yes, in Sweden, in school, sports, everything. That, I mean we didn't have a big failure until maybe when we got over here, and we realized how tough it was over here, and we went through a tough couple of years hockey wise, and living here too without family for the first time, and everything that you have to go through, and it was tough. We had to make a choice, if we were to stay here and fight or go back to Sweden and take the easier route. I mean, go back there and play hockey, being with friends and family that's an easy thing to do, but we liked it here, we wanted to prove to people that we could make it and I think that was a big moment in our lives.

CC: You talk to each other, obviously. You support each other, I mean, I could see this on the ice and in your personal lives it appears that way. How did you get your head on to say, "You know, we're being battered around



here, everybody's giving us a hard time and giving us grief, but we're going to stick it out." I mean, how did you come to that decision?

DS: Yeah, I think that comes...Our family was obviously a big part of that. I think we talked a lot to them, and we talked to each other, and also, within the Canucks organization too. T. C. Carling and other people always supported us. Even if we had a tough time we knew they liked us. That's also a big part of why we wanted to...not to make it up to them, but kind of show them that we could do this. So, I think that a lot of support from within the organization and also from our family.

CC: Was there ever a low point, where you figured this is it, we're going back, we've had enough?

HS: Not really, like we were going back, but I think there was a low point where we said, "Well, we can either keep doing this and being criticized or we can go out there and play our game and be who we are and turn the corner." I think that happened just before the lockout there, two thousand four, I think.

CC: Did you feel wounded? I just think about what you must have gone through. Were you both married then? I don't know the history there.

DS/HS: Yep, yep.

CC: So you did have someone else too, besides each other, to sort of throw this back and forth. And did you get the support from them too?

HS: Well, absolutely, big time.

CC: So they're tough too!

HS: Oh yeah.

CC: This is very interesting. I've watched you play each game and the camera goes in the dressing room, both of you are always the same. You're sitting there on the bench, like this [heads down, thoughtful]. What's going through your heads?

DS: I think at that moment you've done everything you can to prepare, and you just, yeah, you get ready for your game. I think, on our team at least, we try to prepare...it's more the day before the game, I mean, you talk to guys, you talk about what you're going to do tomorrow. When that time comes, you want to go out there and show that you've been preparing the right way, and you're ready to go. So, I don't think much needs to be said at that time, cause it's more, leave everyone to themselves, and let them get ready.

CC: Were you like that when you were younger?

DS: Oh yeah, all the time.



CC: Always quiet before, and both of you?

HS/DS: Yes.

CC: Who taught you that?

HS: You prepare to play your best, for us that's always been trying to focus before the game and I don't think...like Danny said, you prepare in the mornings or the day before, and when the time comes it's time to go out and perform, and that's...I mean if you need to say a lot at that time, something's wrong, I think, so...

CC: I know that when I hear the Canuck interviews and so on, and with Alain Vigneault, he always talks about being in the moment, and one of the things about servant-leadership is being in the moment, living that moment, and is that the way you are in your games? Do you live the moment when you are out there, you're in it?

HS: Yeah, I think that's part of being a professional, is to always be there, and every shift, every thing you do you have to be focused, and if it's a faceoff, or if it's a power play, or if it's on the bench and seeing someone else doing something good or bad, I think that's a big part of being a professional athlete.

DS: I think that within our room, that's the one thing we try to focus on.

CC: How do you work to build relationships with your teammates, and foster a positive team climate?

HS: Well, that's from being brought up that way to always be a part of someone else, like our brothers taught us to...that we always could be there, and be a part of their lives. I think for us, it's really important that everyone feels involved. It doesn't matter if you're not playing, or if you're playing four minutes. We try...I think we try to have them involved, having them feeling maybe as a bigger part of the team, as big a part of the team as they can. That's really important to us, that we have everyone feeling important.

CC: Last season, when so many of you were hurt, and Manny Malholtra with his eye. We know the public doesn't hear all that is going on, and everybody was very, upbeat, and strong, and you weren't talking about your leg, what was wrong with your back. Do you have a pact as a team or do you just...Is this just understood that you keep your mouth shut; you do your best when you're out there? I mean, what's the mentality?

DS: Yeah, I think you keep your mouth shut, and you can, if you're on the ice and you can play you're fine. That's the way it is. I think why we did so good with all the injuries we had last year, because, like Henrik said, everyone felt that they were a big part of the team, and so whoever came in



and stepped on the ice, they felt that “I’m going to contribute tonight. I’m going to be a big part of this team.” So, I think that’s how we could win that many games with that many injuries.

CC: And you just triggered an idea with me. I’m just going to ask it. The Malholtra thing was highly emotional; it was emotional for me to watch; everybody felt the same way. And then when he came, and he came and he followed you, in the games, what did that do to the team? Do you remember?

HS: Yeah, for him, with everything he brought to the team, not only on the ice but off the ice too, I mean having him around, as a calming influence...I mean, during the playoffs at least, I mean there’s a lot of pressure, there’s ups and downs, so you need to talk about things, and he was always there; he was watching from the outside and I think a lot of times it’s easier to see what’s going on when you’re not really in the moment, but you’re watching from the outside. For him to be there, and guys being able to talk to him about things, I think that was a big thing for us.

CC: It was like a healing. I thought it was quite remarkable.

DS: Yeah, I think it was good. It was good for, obviously good for us, but it was good for him to be around the team and I mean, he got some support from us too. And he supported us. It was a two-way street there.

CC: The Vancouver Canucks are a community; please talk about your thoughts on a leader’s, because you guys are leaders, responsibility to the teammates and the community.

HS: To be successful as a franchise or as a team everyone needs to feel involved. It doesn’t matter if it’s someone that works in the building, or in the staff, or trainers, or coaches, or whatever it is. You have to feel important. It doesn’t matter what you do, and that’s something that I think you’ve got to take seriously, to say hi to people when you walk by, or whatever it is. And that’s always been the way we’ve tried to do things, and I think it’s important.

DS: Yeah, I mean, coming in with a positive attitude. There’s going to be ups and downs for everyone, but if you try to stay positive and be happy, I think it can influence people to do good.

CC: And maybe there’s a ripple effect a little bit, if they see you being positive?

DS: I hope so.

HS: Yeah, I mean, that’s how I feel when people are coming in and they’re happy and they’re positive. I think you get up for it, and you do better.



CC: Much has been made in the media of you both being professional athletes with strong moral character. How do you view your responsibilities as a role model, and what are your thoughts on the importance of your actions?

DS: Well I think, we were always a role model. I mean, hockey is big in Canada, as you know. So I think we are obviously role models for a lot of kids, and people. For us, I think, when we grew up, our role models were our older brothers, and I think we realized what they meant to us, and that makes us realize how important we are maybe for kids and people in the community. So, for us growing up we were pretty much exactly how our brothers are. I mean, they taught us a lot, and their values and everything they did, they influenced us.

CC: The Canucks organization has all these different organizations that support children, and I've seen you on TV doing stuff for this. Tell me about this, what's it all about?

DS: I think when we first got here, ten or eleven years ago, that was the first thing we were taught. We realized it is a big part of being a Canuck, helping out in the community, and going to the hospital and seeing kids, and that's probably the biggest part of being a Canuck. So, that's something we're taught right away, or nearly right away. So, it's an important part of our lives, and especially when we've got kids ourselves, you realize how important those places are.

CC: How does a leader admit and overcome his mistakes? I mean, nobody's perfect. And help his teammates admit and overcome their mistakes? How do you do that?

HS: I think if as a team, we're accountable to each other. We know what's expected out of each and every one. Everyone feels that they're important to the team and that's the only way I think you can admit mistakes. If everyone knows what's expected of you, and if we can't go out to the media and say we didn't play a good game, we cost us the game, you can't blame anyone else. So, if it's in the media, or if it's in the dressing room after the games, that you say, "Sorry guys, it's my fault," you have to have that as a leader I think.

CC: Do you do that?

HS: Yeah, of course. If it's your fault, you gotta admit it. If you have guys walking around and blaming someone else that's when things are going south.

CC: You're both what, thirty-one?

DS/HS: Yep, yep.



CC: Are you always on? Are you always...when you're away from here [the rink], are you always watching the food, doing the exercise, I mean is this part of you, is this who you are?

DS: We never have dessert. No, I think that part is always on. I mean, not always, but most of the day. You think about those kinds of things. Working out and food and everything, but hockey wise I think we're mostly off. When we leave this rink we don't think about the game. The first few years I think twenty-four/seven we thought about hockey, and that's a problem. I think when you get to the rink you focus for four hours, five hours when you're here, and then when you leave, you try to stay away from it.

CC: Do you think that because of the adversity that you had, when you first came here, that you became intense on it? Maybe too intense on it?

DS: Yeah.

HS: At the time yeah, oh yeah for sure, because if you think about hockey and what goes wrong and right for twenty-four/seven, it wears on you mentally. When you reach game ten or fifteen of the season, and you've got sixty games to go and you're mentally drained that's a tough thing to do.

CC: It seemed like you finished the season and you were back again. You know, hardly any...So there's a benefit, of not going all the way through I suppose. If you want to look at it backwards.

HS: Yeah, some people do.

CC: I noticed an article that came out in the paper just a couple of days ago. They quoted you, Daniel, and they said, I think it was the game before, and you said, "We didn't play well the first two periods, we played well the third period, we gotta play like that all the time."

DS: Yeah, we did that yesterday.

CC: So, was that said amongst you? That we've got to do that, I mean that was you in the paper, but what did the team say?

DS: No, same thing. That's the strength of our team I think, we have a lot of leaders that talk after games, and before games what we need to do, and what needs to be changed, and I think that's the strength of our team. We're pretty open about things, and we can bring up things, so that's good.

CC: What do you think is the greatest strength that a leader can have?

HS: I think it's, like I said before, to have everyone else feel important. You gotta bring out the best in each and every one, and have them feel that they're a big part of the team, and it comes from talking to them, being in relationship, or having them grow as persons, and feel that they're the best they can be. On the ice and off the ice. That's when you get better as a team.



DS: I think when you have that everyone's taking a step and getting better. As a person, as a player. That's when you can kind of take a step back and you don't need to be a leader anymore. Or...[laughing]...

CC: Hang on to that, cause I'll come back to that. In the video they [Canucks media] showed of you in Sweden, you said, "We're doing this cause we want to get faster." I think that's what you said. You want to get faster. Are you both in your prime now? Do you think you're reached it?

HS: I don't know, there's always some things you can get better at. I mean, we're still not the fastest skaters on the ice. I don't know how much faster we can get, but there's always something you can work on. Our shots can be better, at least mine. So there's always minor things you can get better at, and I think once you get to a point that you feel that you've reached your peak, that's the time when you gotta maybe take a look at retiring.

DS: Yeah, I think so too. When you start to think that, like, you can't get any better I think that's when things start to go the other way. So you always have to look for things that can make you better and that's the only way to stay out there I think.

CC: I'm interested in leadership, but I'm also interested in followership, because you can't be a leader unless you can be a follower, and I think you two guys really epitomize that. When are you a follower?

DS: When am I a follower? Yeah, I think I am a follower a lot. We have a group here where we have a lot of leaders, and there's times when you need to make them a leader. Hank's the captain...but he can't be a leader all the time. I think he needs to make other players lead too. That's a big part of a team that's successful, having everyone realize that they can be a leader at a certain moment, and then, we can't have Henrik step up and take over, or, you gotta let them handle the situation and make them grow.

HS: I think the same thing. I think it's if you can, in a group, have everyone grow as a person and feel, like I said, that they're a big part of the team...there's a lot of times where you gotta let guys take care of things and step up at certain points, and that's when you can step back. I think if you have a weak group, and where you need maybe one or two guys to always be there, that's a big problem, and I don't think we have that.

CC: Because the two of you are twins, and I'm sure you've had this question a thousand times. It's like you know each other so well, you know what you're going to do. It's amazing when I watch you just pass that puck, pass that puck, and you know, you're there. How does that happen? Is it practice, is it knowing each other well? What is it?



DS: No, it's practice. Plus, we think hockey the same way always... we've practiced together for so long, I know what I should have done in a situation where he [HS] is right now. Like, on the ice we know what the other's going to do. So, it comes from practice.

HS: I think we've been through every possible situation on the ice, we've been through at least ten times, and if he has the puck behind the net, and he skates one way I know where he wants me to go, and the same thing goes if I have the puck, and if I'm crossing the blue line and he is behind me...we've been through those situations a lot of times. That makes it easier.

CC: My heart always goes out to the player that's on the first line with you, I mean, there's the two of you, and then there's this other guy. How do you feel about that person? I mean, the two of you are sort of in sync all the time, and then there's this other guy. Do you ever talk to these people?

HS: Yeah, of course.

CC: The two of you, there's such a connection, and there's this other guy in there, and they're always very good on the first line, but what do you do?

HS: I think it's easy now. Our first couple years maybe we were pretty quiet and didn't talk much and didn't feel comfortable talking. So, I think at that time it was tougher maybe, cause we did a lot of things ourselves, and the third guy was just there, but right now, we have to get the other guy involved and they have to feel as important as we are to the line, and I think a lot of times the public or fans, they think you just have to put a guy there and he's going to be successful, but it's a tough thing for whoever plays there to be in that spot, because they know that they're going to have to score, and they're going to have to produce, and if they don't, there's going to be a different guy there. It's a tough spot to be in. It's not easy, so we know we try to make them as comfortable as possible and have them relax, and I think we're pretty easy players to play with. We try to keep it simple a lot of times, and try to talk to them as much as possible.

CC: What do you say to each other when you're on the bench? You don't talk a lot, at least I don't see you talk a lot, the camera doesn't pull you up, but sometimes I'll sort of see you mutter something to each other. What are you talking about? What are you saying to each other?

DS: Ah...certain plays maybe. I think, yeah, we don't talk much like you said, but when something comes up, I think we need to address it.

CC: Servant-leadership. I think I gave you a definition of that when I sent the letter to you, places a value on listening, empathy, healing,



awareness, persuasion, foresight. Does any of this fit into your leadership style, and I know you've answered a little bit of this already, but does any of this fit into you?

HS: I think we talked a lot about it. Again, you try to create a relationship to your teammates, and I think a lot of times you have to be aware of who's playing well, and who's not playing well, and who needs to feel better about themselves, and a lot of guys on the team, they take care of themselves. I mean, they're great players and they're very successful, and they don't need a lot of help. I think it's a lot of times it's the guys who are not playing, or who are not playing much, or have been struggling for awhile, and you gotta be aware of how they're feeling, and how they're looking, and if they come in with a good attitude or if they come in feeling bad about themselves then maybe you have to be there and to support them and have them feel better about themselves again, and I think that's a big part of it.

CC: When a person is struggling, whoever it is, do you together say, "John is struggling there, you know, we better talk to him once in a while," and you both go at it, or do you just do your own thing?

HS: Well, I think we talk about it, different players and how they're doing, and how they're feeling, and how they're looking, and I don't think both of us would go in there, but one of us maybe just go and talk to them about how they're feeling.

CC: Does anybody ever come to you, and try to make you feel better?

HS/DS: Yeah, yeah.

DS: I hope so. We have each other obviously, so we talk a lot to each other, but that's a good thing about our team. We have, I mean, it goes both ways. I think when we have a tough time, people try to pick us up too, so it's a great feeling.

CC: I watched the interview the other day, with Alain [Vigneault], and it was very interesting, and I'm listening to his attitude in the way you operate as a team, and...tell me about the impact of the coach on you as players. What difference does it make, the coach?

DS: Yeah, I think we've had him for six years now I think. Maybe?

T. C. CARLING [TC]: Yeah, one year after the lockout was Crow (Marc Crawford), so Crow coached two thousand five, two thousand six, so Alain's oh-six, oh-seven, oh-eight, oh-nine, oh-ten. This is his sixth year.

CC: So you know him pretty well, then?

DS: Yeah, and I think the first few years he was more in the locker room, talking to players, and more involved, but he always wanted us to take



over the room, that the players should own the room. It should be up to the players to hold each other accountable and that's not his job, and I think at the time it was tough because we had a lot of young players, and maybe we didn't have the leadership that was needed for that to happen, but now, he's very laid back, he lets the players take care of those kinds of things, talking to each other, and so I think that's good. It's up to the players to hold each other accountable.

CC: He sort of has confidence in you guys.

HS: Yeah, it makes the players grow up I think, too. Both as players and as persons, when you see that the coach is giving the responsibility to the guys, it makes you grow as a player.

CC: Just before you guys go out on the ice, who's talking in there? Who's talking in the room?

HS: It's not a whole lot of people that talk. I think it's half the guys are saying something. Sometimes it's jokes, and sometimes it's...

CC: But as captain, do you ever say anything? Like, let's have a good game, or, come on.

HS: Yeah, everyone does. Yeah, it's not just me or Daniel, it's half the guys, and it's different guys every time, so...

CC: Who is this guy that meets you when you're coming off the ice, and he takes your gloves?

HS/DS: Brian.

CC: Who is he?

DS: He's the assistant equipment manager.

CC: And he sort of says a couple words to you and everyone sort of answers.

DS: Yeah, but we have a great group of trainers, and we have a lot of fun. So a lot of joking, and a lot of fun. That's a big part of their job too, I think, before games to keep it loose, and upbeat, a lot of laughs and a lot of jokes.

CC: I notice on the ice, that the officials, they're often talking to you. What are they saying to you?

HS: Well, one of them had his son at the game, and he was sitting front row, so I had to skate over and say hi to him.

CC: Do they say anything else? Do you often ask them why a certain call was made?

HS: Yeah, sometimes. Sometimes too much.

CC: Does it do any good?



HS: No, usually not. You can ask, but you try to be polite, and understanding that they believe they did the right call, even though you're asking why they did the wrong call. Even though we disagree you have to somehow make him think that you agree.

DS: I think that they're human beings too. I mean, if you're nice to them and you treat them with respect, they're maybe not going to give you a call or something...maybe they will, I mean, they're human beings. If they like you they're going to probably try to treat you a little bit better.

CC: You said at the beginning when we first started to talk, about it being tough, and you decided you were going to play the way you believed you should play, no matter what. How do you think you convinced the people on your team that it was okay, because you're still here?

HS: Well I think we got to a point where we...well, it was either we keep playing the way we did and being criticized and feeling bad about ourselves or go out there and have fun and play the way we were brought here to play. I mean, we played in Sweden; we were drafted because of the way we played over there. I think when we came over here we changed a lot of things, cause we wanted to play the "North American" type of game, or to fit in here, but we realized that we were brought here for the way we play and that was the way we needed to play.

CC: So this is leading me into the question you're always asked, I think...You're not mean, you're not mean out there?

DS: How do you know that? [joking]

CC: Because I watch you, constantly. I've watched you, and I wait for you to do something nasty, and no matter what.

HS: It's coming...keep watching, it's building [joking].

CC: I see them [opposing players] after the plays and things, I see the guy take the stick, and give it to you, or, goad you. How hard is it for you to keep yourself centered and say, "I'm not going to haul off and plow this guy." I mean, is it just not a part of you, it's just not part of your belief system, or is it just something you can't do, or what?

DS: I think it's not a part of us. We grew up and played hockey, and we've always been...we were brought up to...you listen to your coach, and you do what your coach tells you, and the referee is, they're going to do their job, and that's the way it is, so go out there to play hockey and whatever happens. Stuff like that, we don't really worry about...

HS: There's times when you get involved, of course, and you gotta be emotional out there, but for us, if we get too emotionally involved in stuff



like that, we're never going to have a good game. I think, like when we focus on that stuff, you rarely see us having a good game. When we stay away, and we keep calm, we focus on the things that we need to do. That's usually when we're successful, so that's something to learn, too.

CC: All right, how does an athlete, who is such an intense competitor as you both are, and you've been at it a long time, with such a strong drive to win, lead with a strong sense of morality and a caring effort?

HS: I think its two different things, but I mean, when you're on the ice, you of course, you want to win, you're competing...when you're off the ice you try to get guys being better people and better, yeah...getting better as players and people, and I think it's, for us, I think it's two different things. I don't know what you [DS] say, but...

DS: Yeah.

HS: And also, to win as a team I think you gotta get that in your group, you gotta get people to...

DS: Yeah, we're still working with a few guys...

HS:...to get them more...I think if you get better as human beings, and you care about each other, and you get that feeling in your room, it's going to help you win. So that's one thing.

DS: You said [HS] it's two different things, but at the same time it kind of comes together, I think. You can't win without having those things in your locker room. I think that it goes hand in hand.

CC: I notice after you score a goal, it's a great moment. Everybody gets out there, you're all around each other, what are you saying to each other?

DS: I can't say...[laughing]. No, we're happy obviously for the guy that scored, as a team, and it's like yesterday too when Aaron Rome, yeah, he's been on fire lately...he usually never scores but now he's scoring all the time, so it's usually, it's a lot of fun.

CC: Henrik, how would you describe your brother?

HS: Umm, he cares about people, he listens to his teammates, and his friends, and he...yeah, he cares, I mean he's there and he's fun to be around.

CC: Okay, your turn. You can throw tomatoes at him or whatever.

DS: Can I say the same thing?

CC: You can say whatever you want.

DS: I would say the same things too, but he's always a step ahead of everyone else, I think, in his thinking, like when we come to the rink for example, he thinks about what needs to be done, and what players that maybe he needs to talk to. He's a step ahead of everyone else in



that department, and that's what makes him a great captain and a great teammate.

CC: How do you want to be remembered? Not just in hockey... but in life?

HS: Yeah, I think hockey, you have a talent, and you do your best to be the best player you can be, and without that talent growing up, it's tough to get somewhere, so you get a lot of things for free in hockey, but as a person, I think that's where you can make the biggest difference, in a community or with your friends, or teammates, you want to treat everyone else like you want to be treated yourself, and you want to be remembered as someone that cares, and makes a difference. If it's a big difference, or a small difference, or it's just showing that you care about people, I think that's more important.

DS: Yeah, I think if teammates and people say that they enjoyed our company and that we made them better people... I think that's good enough for us.

CC: Do you think it's important that people like you?

HS: Well we, ehh, that's not up to us.

CC: No, I'm asking you, though, as an adult. Is it important to you, to have people like you? Are you strong enough in yourself that that doesn't matter?

DS: Well, I think it's important to us that they respect us. I mean, you don't have to like us, but at least respect us as human beings. Yeah, I think it's different. I mean like us and respect us, it's a little bit different.

CC: Yes it is. Umm, do you feel, at this moment, in your careers, that you're respected?

DS/HS: Yeah, I feel so, yep.

CC: David, is there anything that you want to ask that I've missed?

DAVID NAGEL (DN): I'm really curious, is the whole person development pretty unique to the Canucks organization...the person and the player, like you guys were talking about with personal development?

HS: I don't know. It's, ah... we've only been here, so for us it's tough to answer. But I know a lot of guys coming from other teams, when you don't have a big role on the team it's easy to feel left out, and stay that way. So, I don't know, I think for us it's tough to answer.

DS: From what we've heard from other guys, it's a different mentality on this team than other teams. It's a better mentality I think.

CC: I want to say a couple more things, and then we're finished. When you give a person time, you honor that person, and you have honored us; UVic, me, David. This has been so amazing for us. Thank you.



CONCLUDING REMARKS

Greenleaf suggests that in seeking to identify servant-leadership, one must ask whether or not “those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” (Greenleaf 1991/1970, 15). Daniel and Henrik Sedin respond with acts of inclusion, care, responsibility, mentoring, self-knowing, strength, and growth. Their response to the interview questions illustrates a seemingly unique approach to leadership in professional sport. Amid the ultracompetitive, sometimes violent arena of professional ice hockey, Daniel and Henrik Sedin espouse an ethic of care and respect associated with the servant-leadership philosophy.

Those familiar with Spears’s (1995) ten characteristics and Sipe and Frick’s (2009) seven pillars of servant-leadership will recognize many similarities with Daniel and Henrik Sedin’s description of their leadership practice. The next step for this research is to triangulate the findings from the interview with print and televised media content, as well as potential interviews with those familiar with and close to Daniel and Henrik Sedin. A deeper analysis can then commence seeking to explore how servant-leadership is exemplified, utilizing the seven pillars of servant-leadership (Sipe and Frick 2009) as a conceptual framework. We are most grateful for the opportunity to explore a nascent field of servant-leadership research within the context of professional ice hockey. Our thanks to Daniel, Henrik, and the Canucks organization.

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ABOUT THE AUTHORS

Carolyn Crippen, PhD, is associate professor and graduate advisor in the Department of Educational Psychology & Leadership Studies, Faculty of Education, University of Victoria, British Columbia, Canada, and



research fellow in the Centre for Youth & Society. She is the former assistant dean of education at the University of Manitoba. Her research areas include servant-leadership-followership, healthy learning communities, and senior administration. Carolyn spoke at the Greenleaf LIFE Conference in L.A. (2009) and Greenleaf Iceland (2013) and has been involved with servant-leadership since 1980. Carolyn began as a classroom teacher, school administrator, and superintendent of schools. Carolyn works collaboratively with public, private, and nonprofit organizations and presently teaches two graduate courses on servant-leadership. ccrippen@uvic.ca.

Dave Nagel, MA, is a doctoral student at the University of Victoria, BC, Canada. His master's thesis sought to identify the essence of Greenleaf's philosophy according to *The Servant as Leader* and his early essays found in *On Becoming a Servant Leader: The Private Writings of Robert K. Greenleaf*. Prior to pursuing his PhD, Dave worked with the Katimavik organization—a federal youth leadership development program that fosters leadership, volunteerism, service, and civic participation in youth aged seventeen to twenty-one. He now pursues research seeking to explore youth leadership development in experiential learning contexts, with an eye to the leader-follower continuum extant within the leadership process. He is married with two children, aged two and four.