

Servant Leadership Focus is a monthly newsletter to promote and stimulate servant leadership ideas and tools into the Viox culture.



TRANSFORMATIONAL STORIES

Sharon Weis

From the beginning of this wonderful journey, Mike Stabile has been saying, **the skills we are learning in Leadership Development were not only for those in the class, but is intended for the people we influence.** I wondered how I could pass this life changing information on to my team. At first, I began a personal development book club, where **my team shared our goals, and participated in discussing a couple leadership books.** We each created a vision board, and posted them at our desks. The purpose of the vision board is to keep focused on what is important to us.

Word got around quickly, and my team started receiving feedback from many of the dispatchers saying they would be interested in participating.

This came at a time where there were several shifts in management in the dispatch department. Once Erica was on the ground, I asked her opinion regarding starting a **Personal Development Class for our teams, along with the finance team.** She loved the idea.

I scheduled our first session, in Mid April, inviting about 25 people. My thoughts were that maybe 6 or 7 people would be interested. To my surprise, out of the **25 people who were invited, over 20 were interested in participating.** This caused us to split the session in half.

Our first book we are reading is *How Full is Your Bucket*. I look forward sharing my experiences, while learning more about everyone in the class, and watching them grow along side of me.

ISSUE HIGHLIGHTS:

- ❖ **Leading at a Higher Level**
by Ken Blanchard
- ❖ **The 17 Indisputable Laws of Teamwork**
by John Maxwell
- ❖ **The 17 Essential Qualities of a Team Player**
by John Maxwell
- ❖ **Topic: The Power of Teams**

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THE REALITY OF TEAMS

KEN BLANCHARD

A team is defined as two or more people who come together for a common purpose and who are mutually accountable for results. Some teams achieve outstanding results no matter how difficult the objective. High performing teams cross over all walks of life and vary in size, complexity, and purpose. Although each outstanding team is unique, all share certain characteristics. Building highly effective teams, like building a great organization, begins with a picture of what you are aiming for ---a target.

1. **Performance Planning.** After everyone is clear on the organization vision and direction, it's during performance planning that leaders agree with their direct reports about the goals and objectives they should be focusing on. Goal setting, diagnosis, and matching are part of performance planning.
2. **Performance Coaching.** This is where the pyramid is inverted and the hierarchy is turned upside down on a day-to-day basis. Now leaders do everything they can do to help direct reports be successful. At this stage, managers work for their people, praising progress and redirecting inappropriate performance.

3. **Performance Review.** This is where a manager and direct report sit down and assess the direct reports performance over time. When progress-check meetings are scheduled, open and honest discussions about the direct report's performance take place on an ongoing basis, creating mutual understanding and agreement.

Teams can execute better and faster and change more easily than traditional hierarchical structures. **They have the power to increase productivity and morale or destroy it.** When working effectively, a team can make better decisions, solve more complex problems and do more to enhance creativity and build skills than individuals working alone. The team is the only unit that has the flexibility and resources to respond quickly to changes and new needs that have become commonplace.

Organizations can no longer depend on hierarchical structures and a few peak performers to maintain a competitive advantage. **The demand now is for collaboration and teamwork in all parts of the organization.**

EMPOWERMENT IS KEY

KEN BLANCHARD

Servant Leaders transition to a culture of empowerment by:

- **Sharing Information:** Building trust and responsibility is cultivated through giving team members the information they need that enables them to make good business decisions.
- **Declaring the Boundaries:** In an empowered culture, boundaries are more like rubber bands that can expand to allow people to take on more responsibility as they grow and develop.
- **Focusing on Self-Directed Individuals and Teams:** Self-directed individuals and NEXT Level teams (highly skilled, interactive groups with strong self-management skills) replace the clarity and support of the traditional hierarchy of organizations.

Coaching reminders:

Mike is available for individual leadership coaching. Call or email for appointments.
mstable@futurenowed.com
513-460-1015



TOP TEN REASONS WHY TEAMS FAIL

KEN BLANCHARD

Being aware of the following pitfalls is important so that you can avoid them in the teams in which you participate:

1. Lack of a sufficient charter that defines the team's purpose and how it will work together.
2. Inability to decide what constitutes the work for which they are interdependent and mutually accountable.
3. Lack of mutual accountability.

4. Lack of resources, including time to do the job.
5. Lack of effective leadership.
6. Lack of norms that foster creativity and excellence.
7. Lack of planning.
8. Lack of management support.
9. Inability to deal with conflict.
10. Lack of training on all levels on group skills.

IT'S ALL ABOUT THE TEAM

JOHN MAXWELL

The acclaimed football coach of Oklahoma during the 1950s, Bud Wilkinson, put it this way in *The Book of Football Wisdom*: ***"If a team is to reach its potential, each player must be willing to subordinate his personal goals to the good of the team."***

Some sports teams seem to embrace an "everyone-for-himself" mindset. Others weave the attitude of subordination and teamwork into the fabric of everything they do. For example, football teams such as Norte Dame and Penn State don't put names of the players on their jerseys. Lou Holtz, former coach of the Fighting Irish, once explained why. He said, ***"At Norte Dame, we believed the interlocking ND was all the identification you needed. Whenever anyone complained, I told them they were lucky we allowed numbers on the uniforms. Given my druthers, I would have nothing more than initials indicating what position the wearer played. If your priority is the team rather than yourself, what else do you need?"***

Winning teams have players who put the good of the team ahead of themselves. They want to play in the area of strength, but they're willing to do what it takes to take care of the team. They are willing to sacrifice their role for the greater goal. **That's the Law of the Big Picture.**

People who build successful teams never forget that every person on a team has a role to play, and every role plays its part in contributing to the bigger picture. Without that perspective the team cannot accomplish its goal, whether the team's "game" is sports, business, family, ministry, or government.

Leaders at the highest levels understand *the Law of the Big Picture*. They continually keep the vision of the big picture before themselves and their people. An outstanding example involves **Winston Churchill**. It's said that during World War II when Britain was experiencing its darkest days, the country had a difficult time keeping men working in the coal mines. Many wanted to give their dirty, thankless jobs in the dangerous mines to join military service,

which garnered much public praise and support. Yet their work in the mines was critical to the success of the war. Without coal the military and the people at home would be in trouble. So the prime minister faced thousands of coal miners one day and told them their importance to the war effort, how their role could make or break the goal of maintaining England's freedom.

Churchill painted a picture of what it would be like when the war ended, of the grand parade that would honor the people who fought in the war. First would come sailors of the navy, he said, the people who continued the tradition of Trafalgar and the defeat of the Spanish Armada. Next would come the best and brightest of Britain, the pilots of the Royal Air Force who fended off the German Luftwaffe. Following them would be the soldiers, who had fought at Dunkirk.

Then last of all would come the coal-dust covered men in miners' caps. And Churchill indicated that someone from that crowd might say, ***"And where were you during the critical days of the struggle?"*** And the voices of ten thousand men would respond, ***"We were deep in the earth with our faces to the coal."***

It's said that tears appeared in the eyes of those hardened men. And they returned to their inglorious work with steely resolve, having been reminded of the role they were playing in their country's noble goal of preserving the freedom for the Western world.

That's the kind of mindset it takes to build a team. It takes the courage and the resolve to recognize ***the goal is more important than the role***. It's no small thing for people to do what's best for the team. **Begin to foster a team mindset in others by modeling a willingness to serve the big picture rather than yourself.** Then think about ways you can help teammates to embrace **The Law of the Big Picture**.