

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



TRANSFORMATIONAL STORIES

C.D. Moody Construction Company

For the employees of C.D. Moody Construction Company, teambuilding and open communication go hand-in-hand. And just as Moody himself has strived to improve his own performance, he helps his employees do the same by providing them with the latest resources. After their first year on the job, employees receive an *average of 30 hours of training each year in the areas of leadership, software, job performance and even CPR with no stated limit on training.*

"An employee can get as much training as he or she needs for growth, knowledge and improvement in job performance," says Moody.

At C.D. Moody Construction, what constitutes a **team player is someone who is dependable and puts the team's success before his or her personal success**, says Moody. *"They know when the team wins, everyone wins," he says. "They are rewarded by public acknowledgment among the employees, tickets to games, concerts, and raises and bonuses."*

It's also not just about business. It's about **creating a caring environment where employees feel included in efforts to reach company goals**. Moody himself sets a

good example by **meticulously caring for his customers** with frequent calls and follow-ups to ensure they are happy with his and his company's performance. This hands-on approach carries over to employees, where he strives to make all 35 people feel like family through employee appreciation days and staff lunches. Additionally, because Moody's is a small company, employees receive individual attention such as personal phone calls and fruit baskets for sick employees and impromptu bonus vacations for a job well done.

Above all, Moody truly sees his organization as **one big family** – a sentiment that is shared by many. *"I enjoy coming to work because it's a small company and it's like a big family. We work together really well, and Charles is the father figure of it all," says David Fragala, a chief estimator.* And it's this feeling of family values that makes Moody proud in the knowledge that for his employees, it's not just about having a job; it's about personal fulfillment. *"My overall goal is for every employee to become a high performance person. To enjoy life. To enjoy their work. To become a leader."* Moody says.

ISSUE HIGHLIGHTS:

- ❖ **Winning**
by Jack Welch
- ❖ **A Culture of Team Accountability**
by Marsha Willard & Darcy Hitchcock
- ❖ **To See How a Leader is Doing: Look at the People**
by Geoff Colvin
- ❖ **Topic: Servant Led Teams Part 2**

ARTICLE HIGHLIGHTS:

Transformational Stories	1
Leadership: It's Not Just about You	1
A Culture of Team Accountability	2
To See How a Leader is Doing: Look at the People	2
The PERFORM Model	2



LEADERSHIP: IT'S NOT JUST ABOUT YOU

JACK WELCH

When you become a leader, success is all about growing others. Without question, there are a variety of ways to be a leader.

What Leaders Do:

- 1. Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach and build self-confidence.** You need to invest the vast majority of your time and energy as a leader in three activities: *evaluating, coaching, and building the team's self-confidence.* Too often, managers think that people development occurs once a year in performance reviews.
- 2. Leaders make sure people not only see the vision, they live and breathe it.** As a leader, you have to make the vision come alive. Goals cannot sound noble yet be vague. One of the most common problems in organizations is that leaders communicate the vision to their closest colleagues and its implications never filter down to people in frontline positions.
- 3. Leaders get into everyone's skin, exuding positive energy and optimism.** An upbeat manager ends up running a team or organization filled with upbeat people. A pessimistic sourpuss somehow ends up with an unhappy tribe all his own.
- 4. Leaders establish trust with candor, transparency, and credit.** Trust happens when leaders are transparent, candid and keep their word.

- 5. Leaders have the courage to make unpopular decisions and gut calls.** Some people long to be loved by everyone. Those behaviors can get you in the soup if you are a leader because there are times you have to make hard decisions — let people go, cut funding to a project or close a plant. A lot has been written about the mystery of gut, but it's really just pattern recognition. Leaders are faced with gut calls all the time, and sometimes the hardest gut calls involve hiring people. However, if you're left with that uh-oh feeling in your stomach, don't hire the guy.
- 6. Leaders probe and push with a curiosity** that borders on skepticism, making sure their questions are answered with action. When you're a leader, your job is to have all the questions. You have to be incredibly comfortable looking like the dumbest person in the room.
- 7. Leaders inspire risk-taking and learning by setting the example.** Winning companies embrace risk-taking and learning. But in reality, these two concepts often get little else than lip service. If you want your people to experiment and expand their minds, set the example yourself. Consider risk-taking.
- 8. Leaders celebrate.** There is not enough celebrating at work — anywhere. Celebrating makes people feel like winners and creates an atmosphere of recognition and positive energy. ■

The **PERFORM** Model:
Ken Blanchard

Purpose. Team members are clear about what the team's work is and why it is important.

Empowerment. Members are confident about the team's ability to overcome obstacles and to realize its vision.

Relationship and Communication. The team is committed to open communication, and members feel that they can state their opinions, thoughts and feelings without fear.

Flexibility. Members are flexible and perform different tasks and maintenance functions as needed.

Optimal productivity. High-performing teams produce significant results, due to a commitment to high standards and quality results.

Recognition and Appreciation. Individual and team accomplishments are frequently recognized by the team leader, as well as team members, by celebrating milestones, accomplishments, and events.

Morale. Members are enthusiastic about the team's work, and each person feels pride in being a team member.

Coaching reminders:

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



While less easy to identify, an organization's culture is just as powerful as its systems in determining how much accountability people will accept. While changing an organization's culture is more difficult than tinkering with its systems, changing the systems without addressing the cultural aspects could be a waste of time.

Creating a culture of accountability means developing a climate in which people can speak openly, admit to mistakes without fear, and worry more about serving the customer than looking better than a co-worker.

The biggest fear people have about accountability is that they will be punished for their actions. Savvy organizations realize that blaming people for events that have already occurred does more harm than good. It tends to make people secretive about their actions and competitive with their co-workers. Workers end up looking out for "number one" more than for the success of the organization.

In successfully accountable organizations, mistakes are celebrated as learning opportunities. The focus is shifted from finger pointing to jointly figuring out how things should be done differently in the future. *One team we encountered began each of its weekly team meetings with a celebration of the week's biggest screw-up.* This technique not only effectively surfaced problems and got them solved; it virtually drove fear out of the workplace.

Changing from a culture of blame to one of honest and trusting problem solving usually boils down to the way each of us behaves with each other.

TO SEE HOW A LEADER IS DOING, LOOK AT THE PEOPLE GEOFF COLVIN

Leaders inevitably make things better or worse for the people who follow them. Wherever you have a good leader, the team gets better, the organization gets better, and the department or division gets better. And wherever you have a bad leader, everyone that leader impacts have a tougher time.

Leadership makes every endeavor either better or worse. **The best leaders are highly intentional about developing their people.** *But good or bad, leaders always impact their people. And if you want to know whether a leader is successful and effective, don't look at — or listen to — the leader. Simply look at the people.*

Analyzing Leadership

If you want to know how you're doing as a leader (or if you want to analyze the leadership of someone else in your organization), **do it by asking the following four questions:**

Question #1. Are the people following? If someone with a leadership position has no followers, then that person has a position but isn't really a leader. *There is no such thing as a leader without followers!* Every time a good leader makes the right moves with the right motives, the relationship

Use the list of strategies below to help your leaders and teammates foster a culture of shared accountability.

- Earn the trust of your co-workers.** This means doing what you say and saying what you mean all the time.

- Publicly own up to your own mistakes and accept the natural consequences for them.

- When mistakes or problems occur, focus on the future.** To correct the problem and prevent it from happening again, steer the discussion to what needs to be done next and away from what was done.

- Remember that intent is not the same as performance.** Help people follow through on their commitments by regularly checking in on progress. This needn't take on a "Big Brother" air. Simply make old business or ongoing projects a regular agenda item and ask people to share their current status, successes, and need for help.

- Be explicit about accountability and expectations.** Talk openly (and preferably face-to-face) about responsibilities, performance standards, deadlines, potential consequences or implications of their actions, etc.

- Be supportive.** Help people talk about their progress on their commitments, and offer help when they are stuck or unsure.

strengthens and the team gets better.

Question #2. Are the people changing? *People will become their best only if they are changing.* And they are unlikely to change unless an effective leader is present to help facilitate the process.

Question #3. Are the people growing? The best leaders help people with more than their jobs; they help them with their lives. *They help them become better people, not just better workers.* And that has great power because growing people create growing organizations.

Question #4. Are the people succeeding? The bottom line in leadership is always results. Leaders may impress others when they succeed, but they impact others when their followers succeed. Peter Drucker observed, *"Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations."*