

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



## ISSUE HIGHLIGHTS:

- ❖ **The Three Laws of Performance**  
by Steve Zaffron & Dave Logan
- ❖ **The Leadership Pipeline**  
by Ram Charan, Stephen Drotter & James Noel
- ❖ **The Adversity Paradox**  
by J. Barry Griswell & Bob Jennings
- ❖ **Topic: Self-Assessment**

## ARTICLE HIGHLIGHTS:

Transformational Stories	1
Just Add Introspection	1
Five signs of Misplaced Leaders	2
Breaking the Performance Barrier	2
Working Not Just Harder But Better	2
Encourage Openness and Flexibility	2



## TRANSFORMATIONAL STORIES Harvey Mackay and the Story of "Multiple Mirrors"

When we were young we were surrounded by *mirrors that told us what we were doing right, what we were doing wrong, and what we could do differently*. Parents, teachers, test scores, coaches, counselors, sports successes and failures all gave us rapid feedback. We could get a pretty accurate read on who we are and in what areas we might be able to excel.

As we age, many of four mirrors disappear; some are replaced, but the average person is left with far fewer means to obtain accurate and frequent reflections. Just as the key to the Global Positioning System (GPS) is having multiple satellites and accurate signals at all times, *the key to good introspection is having multiple mirrors and accurate reflections at all times*. In both cases, one needs to be able to triangulate.

**Harvey Mackay**, a successful business owner, may demonstrate the value of mentors, or what he calls *multiple mirrors*. To this day he relies on what he calls coaches (for various disciplines.) He learned the value of multiple mirrors when he bought his struggling company when he was 26 years old. Back then he called each of his mirrors "old grizzly" as his lawyer was 60, his accountant 58, and

his banker over 70. His was a professional team, but mirrors need not cost money.

"There are a lot of qualified advisors out there," Mackay said, "who are just waiting for us to ask them. Try it sometime." His success has little to do with luck and everything to do with the science of setting up mirrors (satellites) and conducting accurate and frequent introspection (triangulation.)

The Mackay approach stands in stark contrast to many in business today. Take the competent businessperson who relies solely on his or her boss as his or her performance and trajectory gauge. As a GPS receiver cannot provide an accurate fix on location with a single satellite, neither can the businessperson conduct accurate introspection with only one mirror.

*Mentors of all types are extremely important for increasing the accuracy and frequency of your introspection*. The term "mentor" can apply to any person who is offering you feedback for forward thinking and positive adjustments. The more mentors, the better the triangulation and, more often than not, mentoring is free for the asking.

## JUST ADD INTROSPECTION

*Most businesses absolutely stink at assisting employee development through formal appraisal processes*. It's a major missed opportunity.

Business leaders or managers do have good intentions when implementing appraisal processes. They aim to facilitate honest self-assessment so as to maximize employee potential but, more often than not, their execution destroys the intent of growing the human capital within their organizations.

Many appraisals are based upon subjective one-to-five rating systems for performance issues like quality of work, cooperation and relationships, and problem analysis. They call for one person's subjective opinion, and if your performance issue doesn't show up on the form, tough luck.

Then there are the not-so-unusual cases where change in supervisors produces a change in a person's

## J. BARRY GRISWELL & BOB JENNINGS

appraisal score—no change in performance, just a change in who's doing the appraisal.

*There is no substitute for real introspection, for an honest and critical examination of one's own thoughts, feelings, and motivations, and by extension, one's strengths and weaknesses*. **Introspection provides an accurate personal appraisal process that enables one to analyze motives and priorities, and to measure progress and commitments toward goals**. The process of introspection allows one to make constant—and accurate—trajectory adjustments.

*Critical to successful introspection is that it is conducted with frequency and with accuracy*. Frequent but inaccurate introspection gets one nowhere and can be self-destructive. Accurate but infrequent introspection just places a person on a low trajectory, as trajectory corrections don't occur often enough.

## FIVE SIGNS OF MISPLACED LEADERS RAM CHARAN

People who are struggling with leadership passage usually are having problems with core leadership skills, as the following five signs suggest:

•**Difficulty Delegating**. Some managers' delegate improperly; they lack a control system that ensures accountability for what is delegated.

•**Poor Performance Management**. Look for someone who provides poor or little feedback to his/her managers, isn't a good coach, doesn't offer clear direction and who people are unsure of their goals.

•**Failure to Build a Strong Team**. This is someone who works with his/her direct reports as individuals but doesn't organize them into a productive team.

•**A Single-Minded Focus on Getting the Work Done**. This individual frequently doesn't exhibit any interest in strategic or cultural issues.

•**Choosing Clones over Contributors**. This not only causes diversity problems, but also pollutes the leadership pipeline with people who lack the necessary leadership qualifications.

**Encourage Openness  
and Flexibility:**

Ram Charan

**Pretest:** Pretest ideas, decisions, and proposals with trusted associates.

**Resolve:** Resolve to say, “I don’t know” when uncertain about answers or decisions, and then make a commitment to find the answers by a certain date.

**Collect:** Collect many opinions—both for and against—before making decisions; look for external inputs as well.

**Use The Wall Street Journal Test:** Ask how you would feel about an idea or transaction if it were on the front page of the paper tomorrow.

---

**Coaching reminders:**

Mike is available for individual leadership coaching. Call or email for appointments.  
[mstabile@futurenowed.com](mailto:mstabile@futurenowed.com)  
513-460-1015



The only thing that matters is performance, and performance comes down to the actions of people. Here are *seven specific commitments* that, when made with integrity, reliably break the performance barrier. Let them guide you in conversations you have.

**Commitment #1: Get out of the Stands.** In the stands at a football game, people are talking about the game. There is little at stake, little at risk, and their conversations have virtually no impact on the action of the game. And then there are the conversations the players are having on the field. These conversations not only affect the game, they are the game. Throughout the game, people are communicating in such a way that the team is focused on winning. You leave the stands when you stop assessing and judging and, instead, put something at risk. Make yourself accountable for winning the game.

**Commitment #2: Create a New Game.** You make a new game when you declare that something is important. This is what you’re putting at stake, and it is what you’re holding yourself accountable to. When others commit to the game with you, they join you on the field. So use future-based language and declare what’s important.

**Commitment #3: Make the Obstacles Conditions of the Game.** If something occurs to you and others as an obstacle, you’ll push back by playing on the obstacles’ terms. Instead, make the obstacles conditions of the game.

**Commitment #4: Share your Insights.** Breakthrough performance becomes possible when you engage others in the insights that you have gained. When you share, other people take on performance challenges with you and form a network. In this community, everyone is learning and working together to achieve what once looked impossible.

**Commitment #5: Find the Right Coach.** The coach isn’t in the stands, and he or she doesn’t play the game, either. Still, the coach risks as much as anyone who takes

the field. Great coaching alters how the situation of the game occurs for the players, especially at critical moments. As you create a network that takes on breakthrough performance challenges, you will find yourself coaching.

**Commitment #6: File your Past in your Past.** We need to get the future and the past straightened out, once and for all. Imagine two filing cabinets, labeled “The Past” and “The Future.” From time to time stressful, difficult or dangerous things happen. When they do, and we survive, we note what worked and keep it on file in case that situation happens again. You put it in The Future cabinet. After living through enough of those incidents, the filing cabinet of The Future is full. You may find that you’re repeating the past, and you are. You do the same things over and over because you’ve put those files in the future. If we emptied everything out from The Future filing cabinet—all the decisions we placed there to deal with what may happen—what would be left in that filing cabinet? Nothing. That’s the nature of the real future: there’s nothing there. You can only create into nothing. You can create the future into nothingness. You have to look into nothingness and declare what can be and what you actually commit to. If you stay in this conversation, you’ll never confuse the future and the past again.

**Commitment #7: Play the game as if Your Life Depended on It.** Begin the coaching by starting with yourself. Overturn your life sentence. Create a powerful future to live into. There are no circumstances in business or in life that you can’t handle. No matter what hurdles you have to jump, challenges you have to face or unfamiliar territory you have to cross, you’re ready for it. *Play the game passionately, intensely, and fearlessly.*

**WORKING NOT JUST HARDER BUT BETTER** J. BARRY GRISWELL & BOB JENNINGS

We can have the best of intentions, but if we have no idea how to start or follow through on them, we’re stuck at square one. So here are *three proven processes* that have worked to promote positive change:

1. **Motivation/Visualization.** If you ask most people what gets them out of bed and to the office every morning, they’ll have a quick answer: *the paycheck*. More dollars might bring you a bit more spending power, a few new things, but those are temporary highs. More money isn’t likely to be a permanent motivating factor. A recent *Gallup study found that recognition of one’s efforts has the largest impact on worker engagement and performance*. Other huge motivating factors include a sense of self-worth, a feeling of accomplishment, the satisfaction of taking part in meaningful work, the sense of being part of a vibrant and accomplished team, or pursuing a more challenging role with greater responsibility. Maybe your biggest motivating factor is getting out of one job and into another that provides the kind of long-lasting intangible reward that have been listed.

What you need is something powerful enough, something meaningful enough, that it gets you working and thinking at such a level that you won’t rest until you attain your goal. The most powerful motivating fact of all arrives when you’ve found a

purpose you can pursue with passion and bring to fruition through your career.

2. **Adding “And then Some” to Everything You Do.** Apply the power of “and then some” to literally everything you do and you’re guaranteed to get positive results. Set your goals higher than what is expected of you and find ways to achieve them. If you’re completing your tasks and then some, if your putting in the extra effort required to distinguish yourself from your peers, there’s no way you can’t advance. The trick is to make “and then some” a lifelong habit. The difference between employing enough to get by and then some may be hardly visible within a given task or in a day’s work, but over a lifetime it can be the largest separator between a life of mediocrity and a life of success.
3. **Successful Habits.** The third way you can make positive change is about making hard work not just a short-term goal, but a lifetime modus operandi. Whereas forming habits that make you successful may seem like drudgery, once they become habits they are no longer a grind, especially when you start enjoying the rewards of the success you have created with them.