

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



ISSUE HIGHLIGHTS:

- ❖ *The Top Ten Mistakes Leaders Make*
by Hans Finzel
- ❖ *Leaders Make the Future*
by Bob Johansen
- ❖ *The Inspiring Leader*
by John Zenger,
Joseph Folkman, &
Scott Edinger
- ❖ *The Accountable Leader*
by Brian Dive

Topic: Building Others

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TRANSFORMATIONAL STORIES

Hans Finzel, President & CEO of Worldventure

I was reminded of the battle to build relationships late one night at Mount Hermon. For six months I have been in my doctoral sabbatical program in Southern California studying with a favorite professor, Bobby Clinton. I had come to his school to “sit at his feet,” yet we had not managed to carve out even a half hour to get to know each other personally. Our calendars just didn’t mesh. As chance would have it, we both ended up at Mount Hermon in the coastal mountains of northern California for a couple of days, with that rare commodity known as “dead time.” We decided to room together and stayed up past midnight one night, taking the time to begin the process of real relationship building.

I learned more of value about Bobby Clinton in three hours that night than in all of the dozens of hours of classroom lectures and casual contact on campus.

How are people changed? How is it that we as leaders can influence others to be more mature? The clearest way to answer these questions is to ask one simple question: *As you review your past, what has had the greatest impact on your growth as a leader and as a person?* Has it been

books, lectures, or tapes, sermons or seminars, or even classroom experiences? Every survey I have ever heard about regarding this question comes back with one resounding answer: *A person or a number of key people whom one has had real-life personal contact has been the primary change agent in a person’s life.*

It is always direct contact with a person that has the most powerful impact on our lives. Sure we are influenced by many factors in small ways and at a distance, but the most profound changes in our lives come through people whom we have had coffee with, roomed with, gone to a game with, played with, worshipped with, prayed with.

Regardless of what orientation one has in leadership style—task, or people—effective leaders make room for people. Leaving them out is a big mistake.

If you are wired like I am to enjoy working alone and working on tasks, you must reorient yourself to people. **People will only be influenced and changed as we allow them into our personal lives.**

REFUSING TO RELAX AND LET GO

HANS FINZEL

The issue delegation is an issue of respect. With responsibility must come authority to do a job. I believe in the 80/20 rule of success. Eighty percent of the time I’ll make the right decision, and 20 percent of the time I will make mistakes or not do something as well as it could have been done. I allow my subordinates the freedom of the 80/20 rule as well and give them grace and room to fail.

My rule of thumb is this: He who is asked to do the job plans how it will be done. We can check our workers’ progress, **but we should not** (a) *constantly look over their shoulders*, (b) *tell them how to do their work*, (c) *reject their work in favor of our “expert” approach*, or (d) *reverse their decisions simply for ones we might favor as leaders.*

Key Ingredients for Clean Delegation:

- Have **faith** in the one to whom you delegate.
- **Release** the desire to do it “better” yourself.
- **Relax** from the obsession that it has to be done your way.
- Practice **patience** in the desire to do it faster yourself.
- **Vision** to develop others by delegating.

Guidelines for Clean delegation:

- Choose qualified people.
- Exhibit confidence.
- Make their duties clear.
- Delegate the proper authority.
- Do not tell them how to do the work.
- Set up accountability points along the way.
- Supervise according to their follow-through style.
- Give them room to fail occasionally.
- Give them praise and credit for work well done.

Leaders who cannot let go of delegated projects are insecure. They worry that no one can do the job as well as they can. Ultimately their hang up is that they don’t believe in the abilities of other people.

Giving an employee a job without the space to complete it is demeaning. This behavior communicates to an employee that he or she is a child who cannot be trusted. No one enjoys working in this type of smothering environment, and there is no way that the people in this situation can grow.

As leaders, we have to learn the capacity and abilities of the people who work for us. We must learn who we can trust with responsibilities. *Those who are faithful with a little should be given even greater tasks to manage.*

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Coaching and Mentoring
J. Zenger, J. Folkman, S. Edinger

Only highly correlated driver of employee commitment is the degree to which employees feel that they are developed and coached.

Jack Welch describes this in his book *Winning* when he writes about how important it is for a leader to “*think of yourself as a gardener, a watering can in one hand and fertilizer in the other.*”

Leaders who view every moment as a teaching moment provide great coaching and mentoring to those who they lead.

Five Keys to Inspiring Communication

1. They move upstream to the bigger or thornier issues.
2. They keep communication positive and uplifting.
3. They ask more questions and give fewer orders.
4. They share the spotlight.
5. They step into the listener's shoes.

Coaching reminders:

Mike is available for individual leadership coaching. Call or email for appointments.
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What are the most common mistakes leaders make in inspiring others? When researchers analyzed the data, the following emerged as the most detrimental behaviors for leaders:

- They lack energy or enthusiasm.** When these people walk in the room, you feel the energy leave. They absorb and consume energy, rather than injecting it into the group.
- They rarely provide clarity of direction or purpose.** With these leaders, team members are not clear about their goals or how they contribute to the success of the organization.
- They avoid setting challenging goals or objectives.** The lowest 10 percent of leaders do what needs to be done, but they always work hard to lower the expectations of others.
- They have no plan for personal development.** These leaders assume that their skills are sufficient just as they are.

QUIET TRANSPARENCY

BOB JOHANSEN

Quiet transparency is the ability to be open and authentic about what matters to you — without advertising yourself. Transparency is rooted in the maker instinct. People's curiosity and knowledge about how things are made has always been there, but will increase dramatically. Where did those ingredients come from? What standards of safety were used? How green were the factories? Who were the workers and how were they treated?

Quiet transparency in leadership begins with humility. Leaders should be self-effacing and not self-promoting—as well as open.

Whether they are more or less transparent, leaders will definitely have to give up some control. They need to decide what they themselves can and want to manage, since they cannot directly supervise everything.

Some degree of transparency will be required of all leaders, certainly more than in the past. It will still be possible to keep some things private, but they will be limited and defined by your leadership role.

ACCOUNTABILITY FOR SUCCESS

Accountability is vital to organizations for many reasons. Lack of true accountability causes excessive cost, both economic and psychological; de-motivation in those who work for the organization; dissatisfaction in those served by it, and suboptimal performance in general. **Accountability can afford greater freedom for leadership, or deny and constrain the individual's ability to perform effectively.** In this sense accountability can be positive or negative; both are important.

Accountability assumes a proactive and conscious commitment to the purpose of an organization by an individual. It also presupposes clarity, transparency and participation, which enable contribution to that purpose.

A bona fide line manager must be accountable for the following:

1. **Deciding** who comes into the team, negotiating and managing a budget for that team, and being held to account for its expenditure.
2. **Deciding** who will work where, in which jobs and when.
3. **Securing** employee commitment to attain the relevant goals and providing them with the means they need to deliver their goals.

- They provide no coaching or mentoring.** The least inspiring leaders lack interest in helping other people develop new skills or capabilities.
- They gunnysack critical information.** These leaders prefer to control information and share as little as possible.
- They say one thing and do another.**
- They have little or no interest in ideas or input from their direct reports.**
- They rarely provide helpful feedback on performance.**

As human beings, we are all guilty of making such error from time to time, but they need not become fatal flaws if we are attentive to them.

Leaders with such weaknesses need to improve. The good news is that positive improvement on any of these items will have significant impact on your ability to lead others.

Quiet transparency means that leaders will decide what measure are important to them (and to the people they lead) and then be completely open about those measures—but not necessarily about everything.

Outside scrutiny of leaders is likely to grow in the world of the future as the tools for sensing, measuring, and monitoring—the tools of transparency—become ubiquitous. Also, it seems that there is more to be transparent about and more people who want to know what leaders are doing. In the future, they will have the tools to do it. Measuring devices will be everywhere, connected to people around the world.

Corporations and their leaders will be under much more scrutiny in this world. But there will also be new opportunities to work across companies, perhaps across industries, to establish new commons for trading that fit within the constraints of certification. Industry associations, for example will have to use pervasive computing to provide shared measures around more important topics like safety.

BRIAN DIVE

4. **Giving** constructive feedback and deciding upon individuals' performance and appraisal ratings, agreeing on their training and development needs, and ensuring that these are acted upon.
5. **Ensuring** that the members of the team meet all their obligations and, if necessary, changing the goals, obligations or team members, as appropriate.
6. **Providing** solutions when confronted with problems. Accountability entails finding a new solution.
7. **Making** change happen.
8. **Achieving** results from peers and colleagues over whom the manager does not have direct control.
9. **Achieving** results with and through external agencies, such as consumers, customers, suppliers and shareholders.
10. **Setting** timelines and establishing goals, which then need to be achieved in terms of quality, quantity and service.