

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



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by Howard Guttman
- ❖ **Leaders Make the Future**  
by Bob Johansen
- ❖ **The Inspiring Leader**  
by John Zenger,  
Joseph Folkman, &  
Scott Edinger

Topic: Leadership  
Behavior

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## TRANSFORMATIONAL STORIES

Erica Musgrove, Viox Services

The servant leadership process teaches us how to identify and work on our opportunities or our "it" so we can develop into the best leaders and people we can be. Over the last few months since being introduced to the program, I have struggled to pinpoint my "it". I thought I had it figured out a time or two but soon learned that I was only identifying the branches and stems associated with the root cause. **When I finally got to the foundation, I was shocked to see that my "it" went far deeper than I had ever dreamed it would.** To my surprise, it was very personal. *It started in the early stages of my life and disguised itself, albeit in different shapes and forms, through my life, etching its influence on my development as a person and a leader.*

As I began to identify all of the areas "it" touched and how deeply I was influenced, I became very emotional. I was gaining a great deal of important knowledge but at the same time was forced to hold myself accountable for

mistakes that I had made and people that I had hurt. I was no longer ignorant to these things and as the knowledge came, so did the brokenness. That is when I started to change and the metamorphosis began. **When I finally started the stage of acceptance, I began to feel a sense of release like I have never known.** I was softer...something I always viewed as weak. I was thinking of others and not just about me. I dusted off my roots and started growing again.

I have spent the last few weeks mending fences and with each post I fix, I mend a little bit of Erica with it. *I have been given a gift of new eyes and am learning to see my subordinates, my peers, my family, and friends for their humanity and not their shortcomings. I am learning to show acceptance and not judgment, which is what every human being is searching for. I am starting with me.*

## TRAITS OF HIGH-PERFORMING COMMUNICATORS HOWARD GUTTMAN

**Communication involves implicit and explicit messages.** High-performing speakers make it easy for listeners; they do not play games or encode their messages. Whenever possible, they back up their statements with facts. They refrain from using emotionally charged language. They do not resort to euphemisms or doublespeak.

**Here are 10 rules of thumb that great teams follow in whole or in part to help them manage virtual communications.**

1. **Use the right medium for the message.** It is unacceptable to use e-mail to either raise an issue of concern or to engage in negotiations.
2. **Substitute active-reading for active-listening skills.** First ask, "Is the content of the message clear?" Then ask, "What are the underlying feelings being conveyed or implied?"
3. **Practice the Golden Rule.** In other words, think before you send.
4. **Respect confidentiality.** High-performing players never pass along a confidential e-mail to anyone not authorized to read it.
5. **Know when—and when not—to "cc."** Teams should agree on protocols for keeping others in "cc" loop.
6. **Do not retain a rescuer.** Just as great

teams do not permit face-to-face triangulation or recruitment of supporters, they frown on anyone circulating e-mails to third parties.

7. **Acknowledge the recipient.** High-performance players look for opportunities to congratulate or thank one another whenever possible, and e-mail can be a very effective medium for delivering positive feedback.
8. **Get to know your e-mail correspondents.** Electronic communications with team members you have never met in person are often easier when you build relationship by sharing a personal detail or two.
9. **When in doubt, do not send.** Waiting 24 hours, then opening and rereading the message can prevent embarrassment and regret.
10. **Pack a parachute.** Great players are not afraid to bail out of e-mail, especially when they sense the undertow of strong emotion.

## The Role of the Leader

By Emmanuel Goblot

*The role of the leader is to foster an environment where the conditions are right to attract a thriving community. Leaders must shift their emphasis to the fostering of social engagement by valuing conversations they otherwise deemed wasteful and inefficient. To be worth following, leaders will need to work primarily on the contributions they make, rather than the direction they give to the community. This requires them to develop enough executive maturity (i.e., being comfortable in their own skin) to be able to see mass participation as an opportunity to create value rather than a threat to their existence.*

### Coaching reminders:

Mike is available for individual leadership coaching. Call or email for appointments.  
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## HOW GREAT TEAMS MANAGE MEETINGS HOWARD GUTTMAN

Great business teams set basic protocols for meetings:

- How often will the team meet, and how long will meetings last?
- Where will the team meet?
- Who will lead the meetings?
- How and by whom will the agenda be set?

Here are several behavior-related protocols that great teams insist on:

- The meeting starts on time, with or without you.
- If you can't make a meeting, send a substitute.
- Cell phones are off; laptops and hand-helds are out.

## HIGHLY COMMITTED EMPLOYEES

J. ZENGER, J. FOLKMAN, & S. EDINGER

The impact of inspiring and motivating others is very consistent across different kinds of organizations and within different cultures. Researchers found that leaders who are skilled at inspiring and motivating others tend to have direct reports who are more satisfied and committed overall. Such leaders are also better able to retain employees, especially their highly committed employees.

Researchers often ask leaders about the impact of having a large percentage of highly committed employees in their work groups. Their response is very consistent. *It affects everything—productivity, the ability of the team to get projects done on time and the willingness of less-motivated employees to work hard.*

Management expert Peter Drucker made the observation that if most businesses increased the productivity by only 10 percent, they would double their profits. When most people first hear this statement, they are skeptical, but once they consider fixed cost of their employees and their companies' profit margins, most of them agree that Drucker was correct. Their observation is, *"That small increase in productivity all goes to the bottom line, and it doesn't cost the company anything."*

## LEADERSHIP OUTCOMES

J. ZENGER, J. FOLKMAN, & S. EDINGER

Leadership has a purpose and an expected outcome. The question to be asked is, *"What has changed in the behavior of those being led?"* One important dimension of becoming a better leader is to be clear about the outcomes you seek from those you lead.

The following outcomes have been shown to truly make a difference:

- **Productivity.** One of the outcomes that we seek from a leader's inspiration and motivation is that subordinates work more efficiently: that they produce more and that what they produce has higher quality.
- **Confidence.** Organizations succeed when their people act with assurance and boldness.
- **Optimism and Hope.** Leaders shape the way people feel about the future in the broadest and most profound way. Hope is enhanced when there is a belief that life is purposeful and that people exist for some higher reason.
- **Initiative.** The inspired and motivated employee does not need to be told to do everything, but instead looks around, sees what needs to be done and begins to do it.
- **Responsible Behavior.** People with higher levels of motivation enjoy being held accountable for outcomes and don't place the blame on others for any shortcomings in their own performance.

- **Enthusiasm.** According to the Gallup organization, truly engaged employees enjoy their work and their colleagues and could be described as generally enthusiastic about their daily occupations.
- **Resiliency.** The ability to bounce back from an encounter with a barrier or hurdle is extremely important.

Leaders inspire and motivate others around them. The outcomes that they want to achieve fall roughly into these two categories:

1. New behaviors and outcomes
2. New attitudes and emotions

The leader is able to do this because all emotions are highly contagious from one individual to the next. This fact is magnified when one person has "role power" in the organization by virtue of having a position of responsibility. *The stronger the emotions that are expressed by the leader and the more willing and able the leader is to convey these emotions, the more the change occurs within those being led.*