

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



## TRANSFORMATIONAL STORIES

Judith Glaser, CEO Benchmark Communications

One weekend morning, my husband and I made a very important discovery. We realized that the work Rich was doing with his new approach to curing cancer and the work I was doing on helping cultures change and grow and become healthy were mirror images of each other. *What was happening at the DNA level in cells could explain what was happening at the organizational level; they were all intimately connected.* This was a profound moment and something we will both remember for the rest of our lives.

Rich's contribution to my thinking was enormous. His new company, Biomega, was discovering how to cure cancer not by injecting poison into the system, but by reminding the system how to be healthy and normal. His team's approach assumed that cells already know how to be healthy, yet sometimes they forget--particularly if they are under attack. When the stress and pressure of life outside starts to mount, when we think about how overwhelming life becomes when we feel so alone, when the toxins around us infect our health, our immune system cannot handle it and we get sick. So, if we could remind cells how to be normal, they would be able to default to that healthy state because it's already hard-wired into the system. The reminder, it turns out, is a simple peptide which when injected into cancer cells grown in culture, has

the miraculous ability to reinstruct the cells at the DNA level to act again as healthy cells.

Cancer cells are not like normal cells. They are alone; they are isolationists, disconnected from the larger organism. They are territorial, growing all over the other cells. Cancer cells draw energy and health out of healthy cells, and they protect themselves from harm in a way that enables them to live as though they were not connected to the larger system, which they are contained.

The relationship between Rich's work on cancer and my work on organizations created a fusion of new insights that would drive our respective efforts in new, exciting directions. *I know that pinpointing the connection between healthy cells and healthy organizations was a far deeper and broader endeavor than the work I had been doing.*

While many people in my field were focusing on "fixing what was broken" in companies. I found myself exploring what was working and how to create health. **I have discovered that when I guided clients on how to "remember what they already knew" about creating environments poised for success, these executives miraculously remembered how to be Vital Leaders--and the business results that followed were astounding.**

### ISSUE HIGHLIGHTS:

- ❖ **Creating WE: Change I-Thinking to WE Thinking**  
by Judith E. Glaser
- ❖ **Reaching Your Potential**  
by Robert S. Kaplan
- ❖ **In Charge: Finding the Leader Within**  
by Dr. Myles Munroe
- ❖ **Topic: Character and Leadership**

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## PATTERN INTERRUPT APPROACHES

JUDITH GLASER

Many times you are in a position to interrupt negative cycles before they occur or to interrupt them when they do occur. In a sense, they enable you to create opportunities to shape new stories of success. This is such a simple tool, yet so powerful. **Here are some approaches for using what I refer to as pattern interrupt:**

- When people are feeling fear about something in your team or organization, open dialogue forums to discuss the situation and provide data that will settle people down.
- Involve the people with fears and concerns in planning and implementing change. From this, they will have a new story to tell.
- Reward and encourage speaking up, by openly acknowledging the value of doing so through storytelling--giving examples of how speaking up can help the organization.
- Involve employees in thinking about the future. From this, you will help them shift their thinking away from "I am a victim" and toward "I am accountable."
- Involve employees in critical decision-making for

how to improve the company. This will help them feel included, and from this they will take on a greater role in the company's future success. They will create and communicate a more positive "story" about what is happening.

- Continually share information in a timely fashion. From this people will feel included, not excluded, and as a result, they will feel part of the transition. They will become supporters.
- Discuss the implications of change going on in the company with employees at all levels. From this, employees will feel like they are in the know and will tell others how great management is at being strategic leaders.
- Distribute challenges and decision-making deep into the organization rather than holding them for yourself. This inclusion of others will change how employees feel about change and transformation. They will tell stories of success rather than failure.
- Involve employees in providing feedback about what's going on. This elevates their self-esteem, helps them tap into their instincts, and gives them a platform for speaking up.

## MANAGING YOURSELF:

- FINDING FULFILLMENT INVOLVES TAKING A VERY PERSONAL LOOK AT HOW YOU DEFINE SUCCESS IN YOUR HEART OF HEARTS.
- YOUR BOSS ISN'T RESPONSIBLE FOR MANAGING YOUR CAREER; YOU ARE.
- TO REACH YOUR POTENTIAL, YOU NEED TO KNOW YOURSELF—PARTICULARLY, YOUR STRENGTHS, WEAKNESSES, AND PASSIONS; IDENTIFY AND EXCEL AT THE TASKS CRITICAL TO SUCCESS IN YOUR JOB; AND DEMONSTRATE CHARACTER AND LEADERSHIP.

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### Coaching reminders:

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

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## DEMONSTRATING CHARACTER AND LEADERSHIP ROBERT S. KAPLAN

Character and leadership often make the difference between good performance and great performance. *One measure of character is the degree to which you put the interests of our company and colleagues ahead of your own.* Excellent leaders are willing to do things for others without regard for what's in it for them. They coach and mentor. *They have the mindset of an owner and figure out what they do if they were the ultimate decision maker.* They're willing to make recommendations that would benefit the organization's overall performance, possibly to the detriment of their own unit. They have the courage to trust that they will eventually be rewarded, even if their actions may not be in their own short-term interest.

Being a leader also means being willing to speak up, even when you're expressing an unpopular view. CEOs' proposals often generate head nodding, even from people who secretly harbor serious reservations. In reality, most chief executives desperately want dissenting opinions so they can make better choices. While emerging leaders must use good judgment regarding the tone and timing of their dissent, they also need to be aware that they can hit a plateau by playing it safe when they should be

## WHO WILL COME AFTER YOU?

The average leader employs other people. The true leader deploys other people.

I do not want employees in my company. I am after "deploy-ees." I have to create an environment in which they can deploy their gifts and serve their gifts to the world. I do not want to control people; I want to release people.

True leaders are not afraid of the success of their followers. If you become nervous when people around you succeed, you are not a true leader. You are a manipulator; you are insecure. Leaders who are serving their gifts to the world, who have attracted and inspired people, who know they are not here forever, get their replacement up to speed.

Train your successor. Teach them everything you know about leading your particular kind of endeavor. Help them to refine their gifts, which may be different from yours. Do not get comfortable. It is time to start preparing your successors.

**Leadership is mentoring! Identifying, developing, training, and preparing your replacements as a leader, is one of your primary contributions to the world.**

Imagine your boss promoted you and came into your office the day you started working in your new position and said, *"Congratulations! You are a servant leader now. You are in your leadership spot, pursuing the vision and carrying out the plan. You really seem to know your purpose, and you have an extraordinary gift in the arena of leadership. Don't get comfortable, though, it is time to start preparing your successors."*

*"But I just got here,"* you might respond. *"I don't want people to think they can replace me--take over my job."* At the same time, you might be thinking, *"I know she's crazy if she thinks I am going to train my*

asserting their heartfelt opinions.

Otherwise confident executives sometimes overestimate the career risk of speaking up and meaningfully underestimate the risk of staying silent. I encourage people to develop various approaches to help the overcome this hesitancy. For example, I've counseled emerging executives to save their money to build financial security and to avoid getting, too, emotionally attached to their job. Though it may seem that you'll never find another great job, you have to have faith that there are many attractive opportunities outside your firm.

In some cases, I advise people to become experts in some specific business area in order to build confidence. I also encourage people to spend more time deciding what they truly believe versus trying to guess what the boss might want to hear. At work, as in competitive sports, you must play with confidence and even a little abandon. I've talked to several executives whose finest moments came when they gathered their courage and confidently expressed disagreement with their boss and peers. To their surprise, they found they were treated with more respect after these episodes.

Most outstanding CEOs value emerging executives who assert themselves out of genuine concern for what is best for the company. *Doing the right thing is a reward in itself.*

DR. MYLES MONROE

*competition."*

If so, you are not a true leader!

*The marks of a true leader include these:*

- True leaders do not maintain followers. They produce leaders. Insecure leaders with poor self-esteem are afraid to develop people. They need dependent followers to prop them up. These are not leaders.

- True leaders believe that leadership potential resides in everyone around them. They create an environment for that leadership to blossom. The heart of a true leader is not just serving one's gift, but also helping other people to find their prepared places, to discover their gifts and strengths, and to give them an opportunity to develop.

- True leaders create an environment for others to find their authority. You have authority in your area of gifting. My job as an authority is to help you find your area of authority, so you can go and serve the world.

A servant leader's success is measured by the diminishing dependence of your followers. Colleagues will need the leader less, be less dependent, if the leader is doing a good job. *If your staff, your team, or your family can function well when you are not around, you are an effective leader.* If they can carry on even after you have retired, resigned, or gone to glory, you have fulfilled your mission. Leadership effectiveness is measured not by what happens in your presence but what happens in your absence.