

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



TRANSFORMATIONAL STORIES

U.S. Army Maj. Gen John H. Stanford

U.S. Army Maj. Gen. John H. Stanford grew up poor, failed sixth-grade but went on to graduate from Penn State University on an ROTC scholarship. He survived multiple military tours both Korea and Vietnam and was highly decorated. The loyalty of his troops was extraordinary. Stanford headed up the Military Traffic Management Command for the U.S. Army during the Persian Gulf War. When he retired from the Army he became county manager of Fulton County, GA., when Atlanta was gearing up to host the 1996 Summer Olympics, and then he became superintendent of the Seattle Public Schools, where he sparked a revolution in public education.

sector or in private business, he replied:

“When anyone asks me that question, I tell them I have the secret to success in life. The secret to success is to stay in love. Staying in love gives you the fire to ignite other people, to see inside other people, to have greater desire to get things done than other people. A person who is not in love doesn’t really feel the kind of excitement that helps them to get ahead and to lead others and to achieve. I don’t know any other fire, any other thing in life that is more exhilarating and is more positive a feeling than love is.”

When asked how he’d go about developing leaders, whether in colleges and universities, in the military, in government, in the nonprofit

Leadership is not an affair of the head. Leadership is an affair of the heart.

ISSUE HIGHLIGHTS:

- ❖ **Leading From the Heart: Choosing to be a Servant Leader** by Jack Kahl
- ❖ **The Leadership Challenge** by James Kouzes & Barry Posner

❖ **Topic: The Leadership “Heart”**

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SERVING FROM THE HEART

JACK KAHL

Throughout literary history, the human heart has been a metaphor for emotional thinking. It’s often said that our “heart” balances our rational brains, but I think our hearts are more than just a counterweight. I think our emotions complete us and give meaning to our rational minds—emotion is, after all, a part of our overall intelligence. Our hearts are at the root of all of our choices, including the choice to step up and lead. Whether driven by selfish ambition or selfless hope for the success of others, emotion is behind the choice to take command. It’s best that we recognize our desire, our emotion, our heart, so we can engage it. By recognizing what is at the heart of our choice to lead, we will be better able to express it and transfer it to our team. Only

by leading from the heart can we fully engage the power of our humanity and the passion of our team. Only by leading from the heart are we true to the core of our motivation.

While the emergence of leadership is rife with complexity and its expression in people as varied as the stars in the sky, the root is beautiful and simple. **Leading is about making a choice in your heart to help, coach, and serve others. Leading from the heart is the only path to serving the team.** And when the well-served team wins success, they will find that their servant is their master.

SERVANT LEADERS SERVE

JACK KAHL

The ultimate job of the leader is to serve his or her team. Servant leadership is the beginning and end point of effective leadership; it is the alpha and the omega. **Consider how the idea of service is embedded in all of these elements of leadership:**

- **Character:** You serve your team with credibility, integrity, and the core values that they expect; and from the edge that comes of self-respect and self-confidence.
- **Learning:** You serve your team by being a student, by setting aside your ego and acquiring the knowledge required for success.
- **Creativity:** You serve your team by crafting

- a vision they understand and are inspired and motivated to follow.
- **Drive:** You serve your team by bringing passion and energy that it takes to stand above the crowd.
- **Courage:** You serve your team by taking the risks and standing up to your fears.
- **Caring:** You care for and motivate your team by understanding their needs as human beings.
- **Discipline:** You serve your team by maintaining discipline and focus, and by providing the management tools that are essential to execution and success.

servant
Leadership
focus

Leadership for Everyone

Leadership is not about position or title. Leadership is about relationships, credibility and what you do.

You Are the Most Important Leader

If you're a manager in an organization, to your direct reports you are the most important leader in your organization. You are more likely than any other to influence their desire to stay or leave, the trajectory of their careers, their ethical behavior, their ability to perform at their best, their drive to wow customers, their satisfaction with their jobs, and their motivation to share the organization's vision and values. The leaders who have the most influence on people are those who are the closest to them. You have to challenge the myth that leadership is about position and power.

Coaching reminders:

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



From an analysis of thousands of personal-best-leadership experiences, leadership researches James M. Kouzes and Barry Z. Posner, Ph.D., discovered that ordinary people who guide others along pioneering journeys follow rather similar paths. Kouzes and Posner have forged these common practices into a model of leadership that provides guidance for leaders as they attempt to keep their own bearings and steer others toward peak achievements.

Leadership is not about personality; it's about behavior. *The Five Practices of Exemplary Leadership are available to anyone who accepts the leadership challenge.*

When getting extraordinary things done in organizations, **leaders engage in these Five Practices of Exemplary Leadership:**

1. **Model the way.** Exemplary leaders know if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others. To effectively model the behaviors they expect of others, leaders must first be clear about guiding principles. They must clarify values. Exemplary leaders go first. They go first by setting the example through daily actions that demonstrate they are deeply committed to their beliefs.
2. **Inspire a shared vision.** As Mark D'Arcangelo, system memory product manager at Hitachi Semiconductor said about his personal-best leadership experience, *"What made the difference was the vision of how things could be and clearly painting this picture for all to see and comprehend."* Leaders gaze across the horizon of time, imagining the attractive opportunities that are in store when they and their constituents arrive at a distant destination. **They envision exciting and ennobling possibilities.** Leaders have to enlist

others in a common vision. To enlist people in a vision, leaders must know their constituents and speak their language. **Leadership is a dialogue, not a monologue.**

3. **Challenge the process.** Jennifer Cun, in her role as a budget analyst with Intel, noted how critical it is for leaders *"to always be looking for ways to improve their team, taking interests outside of their job or organization, finding ways to stay current on what the competition is doing, networking and taking initiative to try new things."* Leaders are pioneers. They are willing to step out into the unknown. They search for opportunities to innovate, grow, and improve.
4. **Enable others to act.** Hewlett-Packard's Angie Yim was the technical team leader on a project involving core team member from the U.S., Singapore, Australia, and Hong Kong. In the past, she said she *"had a bad habit of using the pronoun 'I' instead of 'we,'" but she learned that people responded more eagerly and her team became more cohesive when people felt part of the "we."* *"This is a magic word," she realized. "I would recommend that others used it often."* **Leaders foster collaboration and build trust.** They engage all those who must make the project work--and, in some way, all who must live with the results. **Leaders make it possible for others to do good work.** Exemplary leaders strengthen everyone's capacity to deliver on the promises they make.
5. **Encourage the heart.** Genuine acts of caring uplift the spirits and draw people forward. Recognizing contributions can be one to one or with many people. **It's part of the leader's job to show appreciation for people's contributions and to create a culture of celebrating values and victories.**

WHAT PEOPLE ADMIRE IN LEADERS JAMES KOUZES & BARRY POSNER

Research documents show consistent patterns across countries, cultures, ethnicities, organizational functions and hierarchies, gender, education levels, and age groups. **For people to follow someone willingly, the majority of constituents believe the leader must be:**

- **Honest.** Honesty is the single most important factor in the leader-constituent relationship. If people anywhere are to willingly follow someone, they first want to assure themselves that the person is worthy of their trust. They want to know that the person is truthful, ethical, and principled.

- **Forward-looking.** People expect leaders to have a sense of direction and a concern for the future of the organization. Leaders must know where they're going if they expect others to willingly join them on the journey. They have to have a point of view about the future envisioned for their

organizations, and they need to be able to connect that point of view to the hopes and dreams of their constituents.

- **Inspiring.** People expect their leaders to be enthusiastic, energetic and positive about the future. It's not enough for a leader to have a dream. A leader must be able to communicate the vision in ways that encourage people to sign on for the duration and excite them about the cause.

- **Competent.** To enlist in a common cause, people must believe that the leader is competent to guide them where they're headed. They must see the leader as having relevant experience and sound judgment. If they doubt the person's abilities, they're unlikely to join in the crusade.