



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



TRANSFORMATIONAL STORIES

Alan Deutschman, Author of *Walk the Walk*

On September 28, 1962, Martin Luther King Jr. stood behind a podium in a crowded auditorium in Birmingham, AL. Nearly all of the three hundred people in the audience that day were, like King himself, black Americans who were leaders in the civil rights movement. But sitting in the sixth row from the stage was a twenty-four year-old white man whom none of them had ever met. He sported bushy hair and wore a simple T-shirt, which was conspicuously casual compared with the Sunday suits, pressed white shirts, and silk ties that composed the unofficial uniform of King and his preacher colleagues. His name was Roy James, a member of the American Nazi Party. He was in Birmingham on a mission.

James leaped from his seat, vaulted onto the stage, and curled the fingers of his right hand into a fist. He punched King on the left cheek. The blow struck so hard and landed so cleanly that it made a loud noise. “(King) staggered backward and spun half around while the crowd observed in silent, added awe.” But the Nazi soldier pursued the black leader and struck him from behind on the side of the face. And then this assailant pounded the victim two times on the back. The audience shirked. Roy James hit Martin Luther King Jr. again and again, knocking him farther back. At six feet two inches and two hundred pounds, tall and lean and powerful, the Nazi youth towered over the stock five-foot-seven-inch preacher, who had already suffered bruises to his jaw, face, ear, and neck.

King finally managed to turn and face his assailant. And then King showed the stuff of truly great leadership; he dropped his hands and refused to fight back.

*He was “turning the other cheek.”
He was walking the walk.*

Jesus said to turn the other cheek, and that’s exactly what King had been telling everyone in the civil rights movement for the previous six years. He preached that the “way of nonviolence” was the only way for their movement. And now, for the hundreds in that auditorium, who were leaders in their own right back in their communities, there could be no possible doubt that Martin Luther King, believed it deeply. A man filled with hatred had stuck him on the left cheek, and King turned the other cheek—had, indeed, intentionally let his whole person vulnerable to further injury.

The impression struck a number of others, including perhaps the assailant himself. James stared at King, dumbstruck by King’s extraordinary gesture.

In that brief moment some of the delegates came between the two men. James expected to be beaten by hundreds of black people acting in retaliation as a vicious mob.

“Don’t touch him,” King said. “Don’t touch him. We have to pray for him.”

And no one touched the attacker. And they prayed for him instead. King talked with James right there on stage, reassuring him that no one would hurt him. Then King took James away from the crowd to a private room, and they talked peacefully. Even after James revealed he was a Nazi, King refused to press charges.

*That’s the tremendous power of walking the walk.
That’s why Martin Luther King Jr. deserves his reputation as a great leader.*

ISSUE HIGHLIGHTS:

- ❖ **Walk the Walk:**
The #1 Rule for Real Leaders
by Alan Deutschman
- ❖ **Words that Work**
by Dr. Frank Luntz
- ❖ **The Speed of Trust**
by Stephen M.R. Covey

❖ **Topic:**
Lead by Example

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BE THE MESSAGE

DR. FRANK LUNTZ, WORDS THAT WORK

Arriving at the best language isn’t enough in and of itself. The majority of human communication is nonverbal. It involves not only symbolism and imagery but also attitude and atmosphere.

Those character attributes that make up personality—that describe someone’s affiliations of communication. When they clash with a listener’s expectations, the most precise, tailored and on-target language in the world won’t save you.

The most powerful messages will fall on deaf ears if they aren’t spoken by credible messengers. Effective language is more than just the words themselves. There is a style that goes hand-in-hand with the substance. Whether running for higher office or running for a closing elevator,

how you speak determines how you are perceived and received. **But credibility and authenticity don’t just happen. They are earned.**

The importance of authenticity cannot be overstated. Whether your arena is business or politics, you simply must be yourself. Few things in this world are more painful than a politician or a CEO trying to act cool. Employees and voters see right through such bad-faith attempts to connect and bond with them.

By all means show, don’t tell. Reveal your personality. Be the message rather than narrating it. But, above all, be authentic.



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Leadership for Everyone

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

WE-Centric Leaders

“WE-Centric leaders are willing to look inside and learn what they are made of. They commit to exploring the dynamics of their own human nature, and are willing to address the impact they have on their organization’s culture. In doing so, they learn what it takes to create environments that enable employees to be fully engaged and motivated, to challenge and be challenged, and to face the difficult competitive issues together.”

Judith Glaser

Coaching reminders:

Mike is available for individual leadership coaching. Call or email for appointments.
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Equip and empower, don’t control! Transformational servant leadership cultivates the “bamboo fields” in order to ultimately see thriving self-reliant people who become servant leaders in their own right. Remember this: a transition to a servant leadership culture is not an episode, an event, or a program; it is a never-ending **PROCESS** of which you are the most important element. *You have to walk the walk and talk the talk. Your behavior and the example you set are primary; in addition, you must never let the subject drop.*

Here are some practical behaviors and actions:

- 1. Inspire others to peak performance.** A transformational servant leader is one who inspires people to perform far beyond their own expectations of themselves. Transformational leaders practice certain behaviors that cause their people to feel stronger, happier, more confident, and more committed. *Coach people through Caring, Complimenting, and Connecting. Cultivate trust and raise the bar through relationships.*
- 2. Delegate Responsibility** One of the first of these behaviors is the **delegation** of high levels of responsibility for results. Transformational leaders pick the right people, match them to the right jobs, achieve mutual clarity on the desired results and then *they get out of the way* and leave the individual with maximum freedom to perform.
- 3. Let People Do Their Work** Lao-Tse, the great Chinese philosopher, had this idea when he wrote, *“A leader is best when people barely know he exists...when his work is done, his aim fulfilled, they will say, ‘We did this ourselves.’”* In a recent study, thousands of people were asked to describe their best bosses. Over and over, the

HOW DO WE MEASURE TRUST

STEPHEN M.R. COVEY

Every interaction, every work project, every initiative, every communication, every strategic or tactical imperative we are trying to accomplish is affected positively or negatively by trust. If our organization enjoys a *trust dividend*, then trust becomes the great ‘performance multiplier’. If, on the other hand, we are paying a *trust tax*, then everything we do takes more time, costs more money and the outcome in terms of quality and effectiveness goes down—which ultimately impacts the customer. As Columbia Business School Professor John Whitney says, **“Mistrust doubles the cost of doing business.”** Because trust is the one thing that affects everything, it is, without question, the most important strategic lever we can focus on. Since this is the case, it is critical to understand the impact that trust is having on our organizations so that we can do something about it.

We can quantify and measure organizational trust in 3 specific domains or categories:

- 1. The trust level inside the organization (trust levels)**
- 2. The observable behaviors that create or destroy trust (trust components)**
- 3. The economic impact of the trust level inside the organization (trust effects)**

•The trust level inside the organization (trust levels): Most organizations don’t formally measure trust. Those that do, tend to measure it in this first category but then stop there. Nonetheless, measurement in this category can be helpful in that it creates awareness and a starting place. While some organizations ask general ‘trust’ questions using various methods, our analysis is that a

respondents said things like, “I hardly saw him” or “He left me alone” or “He gave me complete freedom to do the job.”

4. Give Them Freedom

There is something liberating and empowering to know that you’ve been **entrusted** with a major responsibility and that you’ve been given the **freedom** to fulfill it. When the right person has been matched with the right job, the conditions for exceptional performance have been created.

5. Confidently Expect Success

Another behavior of transformational leaders is their **confident attitude of positive expectations**. They radiate a belief in themselves and in the ability of their direct reports to succeed. They know that the leader sets the psychological tone for the whole organization, so they consciously project a **positive attitude** no matter how distressing the external situation may appear. They are in complete control of themselves and their emotions.

Action Exercises:

First, delegate complete responsibility for results to your direct reports. Discuss and agree on exactly what is to be done, when it is to be done and to what standard. *Then, get out of the way and let them perform.*

Second, express complete confidence in your direct report’s ability to do an excellent job. Radiate an attitude of confident expectations. Even if you have personal doubts, never let them be seen by others. This is the role of leadership. Coach them through tough spots, don’t control or give them the answers. Remember this is **not about YOU**; it is about serving, equipping, and empowering **THEM!**

very effective question is to ask *“Do you trust your boss?”* to employees at all levels of an organization. But to only measure trust levels and not to measure the trust components or effects is to limit our ability to solve the problem or run with the opportunity. Usually, most people already know when the trust is low and we don’t need an employee survey to tell us that. What’s valuable is for us to know *why* so that we can begin to behave ourselves out of a problem we may have behaved ourselves into.

•The observable behaviors that create or destroy trust (trust components): When individuals, teams and organizations live by **4 Cores of Credibility—Integrity, Intent, Capabilities and Results**—trust will correspondingly increase. When the opposite of these behaviors, or the more common ‘counterfeit’ behaviors are displayed, trust erodes. Going beyond the general and focusing on which specific ‘trust’ behaviors are strengths and which are deficiencies is very valuable. We can then focus our training, communication, processes, systems, etc, to strengthen the behaviors, and ultimately the Cores, that create trust.

•The economic impact of the trust level inside the organization (trust effects): Wouldn’t it be great if “trust” showed up on the financial statements as either a ‘tax’ or a ‘dividend’? Organizations would then use resources to eliminate the tax or create a larger dividend! Although a high trust or low trust culture doesn’t literally show up on financial statements, it does show up in the tangible ways, which are measurable, observable and economically relevant (all of which make a strong “business case for trust”).