

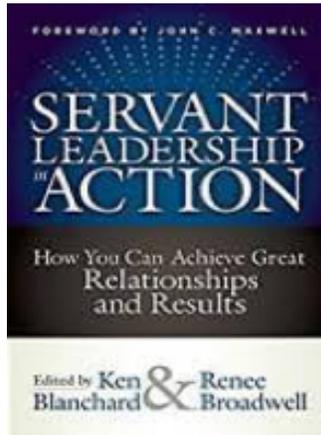
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TOPIC THIS ISSUE: SERVANT LEADERS CULTIVATE TEAMS



"Nothing is as fast as the speed of trust. Nothing is as fulfilling as a relationship of trust. Nothing is as inspiring as an offering of trust. Nothing is as profitable as the economics of trust. Nothing has more influence than a reputation of trust."
Stephen Covey



In the outstanding book *Servant Leadership in Action* – a collection of essays by forty-four renowned servant leadership experts and practitioners -- best-selling author Stephen M.R. Covey offers up the *litmus test* that defines the best servant leaders.

He writes:

"The answer is trust. Trust is the litmus test. Trust is to servant leadership what profit is to a business. It's the outcome. It's the core measure. The scoreboard."

That said, I'll ask my readers the same question Covey asked his: What is the level -- and quality -- of trust you have with the people you lead?

There are some hard truths about Covey's leadership litmus test. For one, trust is the key to sustainable change. Without trust, any progress will be short term and fleeting. Productivity and profitability will suffer at least in the long term.

Trust is also an important aspect of innovation, because innovation usually involves at least some failure. In non-trust environments, people will not want to risk failure for a chance to succeed.

The Servant leader's Primary agenda is trust!

Covey says that servant leaders are different because their true intent is purely and simply to serve others, which builds trust. He writes, "Servant leaders are motivated by caring and the agenda they seek is mutual benefit: *I want to win – but it is*

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even more important to me that you win."

Covey references Whole Foods Market CEO John Mackey, who clearly declared his intent to serve when he decided to cut his own salary to \$1 and skip any future stock options or bonuses. In a [now-famous company letter to his employees](#) written in 2007, Mackey wrote:

"The tremendous success of Whole Foods Market has provided me with far more money than I ever dreamed I'd have and far more than is necessary for either my financial security or personal happiness...I am now 53 years old and I have reached a place in my life where I no longer want to work for money, but simply for the joy of the work itself and to better answer the call to service that I feel so clearly in my own heart. Beginning on January 1, 2007, my salary will be reduced to \$1, and I will no longer take any other cash compensation...The intention of the board of directors is for Whole Foods Market to donate all of the future stock options I would be eligible to receive to our two company foundations."

Unlike other [high-profile CEOs that make a \\$1 salary](#) -- but in reality, they make millions when you add up all the stock, options, and other perks -- Mackey's total pay was just over \$69,000.

Covey says Mackey's letter reawakened aspirations in Whole Foods employees to pursue the company mission with new commitment, and increased Mackey's credibility as their leader during a phase of fast growth.

6 Important Steps toward Building a Culture of Trust

If any of this resonates with my readers in high leadership positions, there are both small and big steps to improve trust factors that will increase employee loyalty and boost collaboration and retention. To lay down strategy, the six steps below is a good way to get started and achieve some measurable progress.

1. Find out the level of trust.

Review the company values and interview leaders and employees for their perspectives. If applicable, take a look at past company engagement surveys. Talk with partners, customers and community members to get their viewpoints on what is promised and delivered.

2. Promote trust.

Spread the word and share stories that support a trusting relationship among peers and coworkers, customers and employees, and managers and their subordinates. Praise and recognize others who earn and extend trust. Start conversations about how to further propagate the message. Make space in



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weekly meetings, town halls, and one-on-ones to highlight examples of exemplary behavior. And always reinforce the values.

3. Get people involved.

Devise strategies that allow for people to participate in activities that build and extend trust. As leaders, you want to build work communities where people are allowed and *expected* to safely provide input and debate their best ideas. Share your commitment to a trusting workforce with fellow community members and industry peers. And always follow-through on your obligations to become self-reliant and push for more trust even if the larger organization is not responsive.

4. Incorporate trust into performance management.

From a human resources standpoint, it would behoove leaders and HR people to revise processes and identify key performance indicators that lead to more trust. That means incorporating trust criteria into performance and succession management processes, adjusting hiring profiles and job descriptions, and establishing metrics and accountability for promotion and development.

5. Seek input.

If you're hoping to build a trustworthy work culture, get ready to start talking about your people's work -- a lot. In one report published by PeopleFluent, ***half of all Millennials surveyed said they value performance reviews, but at least monthly, if not more frequently. Only 9.8 percent prefer the dinosaur-era, annual version.*** Companies like OfficeVibe make a living out of this; providing "always on" pulse surveys -- backed by science -- delivered weekly to drive culture, engagement, and performance.

6. Share information.

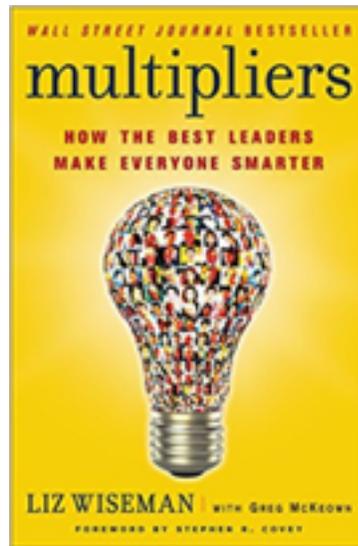
Information is power and one of the best ways to build a sense of trust in people. It may mean disclosing information that is considered privileged, but it communicates trust and a sense of "hey, we're all in this together."



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THE BEST LEADERS MAKE EVERYONE SMARTER

By: Liz Wiseman



Leaders are the backbone of organizations. They are the driving force in a business and many people aim to become a leader at some point in their career.

To be a successful leader, it is not as simple as getting the role – you must possess the correct traits in which to create the right balance for and with your team.

Psychology research has continuously backed up significant characteristics that successful leaders inhibit.

Here are some traits make a successful leader according to Raymond Cattell, 1954.

- *Emotional Stability*
- *Dominance*
- *Enthusiasm*
- *Conscientiousness*
- *Social Boldness*
- *Tough-mindedness*
- *Self-assurance*
- *Compulsiveness*



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As well as these traits, successful leaders must show the ability to motivate and lead a team. This may come from the following tendencies:

- *High Energy*
- *Intuitiveness*
- *Maturity*
- *Team Orientation*
- *Empathy*
- *Charisma*

Leaders are rarely born that way, these characteristics need to be nurtured and procured with hard work and dedication.

The Best Leaders Make Everyone Smarter

Liz Wiseman, author of *'Multipliers, The Best Leaders Make Everyone Smarter'*, suggests that there is more to this theory. Wiseman's theory states that there are two types of leaders – Multipliers and Diminishers, where every leader falls somewhere between the two. It builds on Cattell's secondary tendencies, stating that you can have strong personal traits but unless you can manage others in a certain way your team efficiency may be affected.

Here are the things you should keep in mind, according to Wiseman:

1. Environment

Effective leaders should create an environment that allows employees to be flexible. Creating an open and adjustable environment in which the needs of each member of staff have the ability to stretch their creativity or specific traits, in doing so you open up people to their true intelligence capabilities. Leaders who do this are what Wiseman calls multipliers.

Leaders who have strict rules and create a highly controlled work environment are restricting the creativity and are therefore suppressing the intelligence of their team. If you believe that you are the driving force for success in the business, you are a diminisher. Diminishers believe that their efforts and their efforts only are what help the company succeed, when in actuality if they utilized the power of the whole team's knowledge the business would go much further.



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2. Challenges

You should be challenging your team and pushing them to be doing their best. Multipliers would provide training opportunities as much as possible and focus on helping their staff improve and learn new skills. In the long run, challenging your team will make it a better one!

3. Decision Making

According to Wiseman, letting your employees in on the decision and debate of decisions big and small will encourage intelligent input and improve the outcome of each decision.

Diminishers would make all decisions themselves and not trust the opinions of their staff.

So, what are you? Have you noticed some things that you need to improve on? We all have! Take a moment to assess where you may stand as a leader and encourage yourself to make some positive changes, you may notice great improvements in the way your team works and even in the success of your business.

ASK YOUR TEAM MEMBERS THESE QUESTIONS

TEAM BUILDING DIRECTORY

Managers have a large amount of influence on their team member's well-being, mood and performance. **Therefore it is crucial to set goals and coach or praise individuals whenever possible.**



Taking interest in individuals - whether it be on a formal one-to-one basis or in other conversational opportunities- can be very beneficial to boosting morale and in helping you understand what is going on within your team.



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Use the questions below during formal or casual conversations to get a picture of how things are going, the ambitions of your team members and what you can do to help.

Present Day

Asking questions about the present can help your employees analyze their current situation; this can also help them figure out answers to the questions in the Future Category. Here are some examples of questions you could ask:

How would you say we are doing at working together as a team?

What is the biggest challenge you're currently facing?

How is your workload right now?

Tell me your proudest recent accomplishment?

How is everything outside of work?

Future Progress

These questions help you identify where you can help your employees achieve their goals and what you can be doing to make sure your team is involved and doing the best work they can be doing. Some examples of these questions are:

Tell me what I can do to help you grow in your career?

What new skills would you really like to be learning?

What do you think are your three greatest strengths?

Tell me something I should stop doing as the team's manager?

If you were me (the manager), what changes would you make?

What is our team not doing that we really should be doing?

Once you have the answers to your questions make sure you log down what people have been saying so you can use their feedback to make actions you've committed to. **Make sure you keep asking these questions, don't go around once, so you can keep up to date with how things are developing within your team.**