

Creating an Authentic Servant Leadership Culture

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Why is a Chess Knight the Right Symbolism for Leading in a VUCA World?

- ^ “Play chess not checkers”, when dealing with any complex issue - move beyond thinking about the next move, to think about the move after that and the move after that:
- * Understand the ripple impact of decisions - even those ripples that are sometimes hidden from immediate view.
 - * Anticipate the incredible array of possible moves by others.
 - * Think about the long term – think about the next generation and the generation after that and the generation after that.
 - * Act tactically... but think strategically.

∧ Most versatile piece on the board.

∩ Student becomes the Master.

∩∩ Charlemagnes’ 12 noble knights of the round table

∩∩∩ Knight without armor in a savage land – Have Gun Will Travel

<https://www.youtube.com/watch?v=tgvxu8QY01s>



The Context for Creating a Servant Leadership Culture



We Now Lead in VUCA World

Volatility

Uncertainty

Complexity

Ambiguity



Creating Culture

- Culture trumps strategy every time.
 - Jack Welch
- In other words, great culture can overcome bad strategy, but great strategy can never overcome lousy culture.
- The question is “how do you create, nurture and protect the kind of culture you desire to create?”
- And the answer is.... Recruiting, Assessing and Developing enough of and the right kind of leaders for the future





The Primary Role of a Leader

Recruit
Assess
Develop
Innovative
Collaborative
Authentic
Leaders

Recruiting, Assessing and Developing are the specific strategies involved in both culture creation and succession planning. *Innovative, Collaborative and Authentic* are the characteristics of the type of leaders who will thrive in our VUCA world of **volatility, uncertainty, complexity and ambiguity.**



Why RADICAL as the acronym?

- ^ Original Latin *Radicalis* – means back to the roots
- ^^ Current vernacular means out on the very leading edge
- ^^^ RADICAL captures the constructive leadership tension between:
 - * valuing the roots of healthy relationships while simultaneously:
 - * valuing being out on the very leading edge of change.
 - * like a guitar string... if you give in to one extreme or the other - no tension... and no music
- ^^^ Servant Leadership provides the right value system and culture to create and manage the constructive tension between healthy relationships and leading edge innovative thinking that will thrive in a VUCA world.





What is Servant Leadership?



Robert Greenleaf's 1970 Essay "the Servant as Leader identified 12 characteristics

Nurturing Healthy and Trusting Relationships

- Listening
- Empathy
- Healing
- Nurturing the Spirit
- Building Community

Committed to the Growth of People

Leading Innovative Change into the Future

- Awareness
- Foresight
- Conceptualization
- Persuasion
- Calling
- Stewardship

Committed to the Growth of People



7 Unifying Principles in a Servant Leadership Culture form a Red Thread Winding Through All Training, Policies and Systems

- 1. Treat everyone with dignity and respect in every interaction.**
- 2. Select team members who strive for professional excellence in every responsibility.**
- 3. Prepare for the future by developing and empowering leaders at every level.**
- 4. Prepare people before you promote them.**
- 5. Seek continuous improvement personally and operationally.**
- 6. Make integrity matter most in every circumstance.**
- 7. Remember that it is not just about now...it is not just about me...and it never is.**



6 Questions to Evaluate Servant Leadership Culture

1. Are all people with whom we interact being treated with dignity and respect as human beings?
2. Are each of our team members growing as servant leaders and becoming more empowered, more knowledgeable, and more effective leaders within their realm of influence?
3. Are the weakest among us being helped by our service?
4. Are we strengthening the trust of our employees and stakeholders that senior executives and the governing body actually walk the talk of servant leadership principles?
5. Are we creating a culture that is authentically embracing the highest ideals of Servant Leadership at every level?
6. Are we leading in a way that is constantly transforming the organization into who we aspire to become?









Hallmarks of failed leadership development programs

- Menu driven training classes.
- The absence of integrated building blocks that cross pollinate.
- Do as I say not as I do management attitudes.
- Inadequate funding.
- Failure to create a values aligned system of systems.



When Designing a Leadership Development Program to Transform Us Into Who We Want to Become... Is It....

Noble — does it recognize and honor servant leadership as a true calling?

Holistic — does it address both professional and personal development?

Challenging — does it teach genuine humility, thoughtfulness, and a hunger to learn and grow?

Thorough — does it cover all major aspects / competencies of leadership?

Honest — does it operate in the realm of reality?

Collaborative — does it include a variety of facilitators and sources?

Reformational — does it inspire and foster the desire to make things better?

Hands On — does it engage in real-life problem solving?

Rigorous — does it require time and emotional investment?

Comprehensive — does it address all four of the leadership dimensions?

Integrated — does it build on previous learning foundations?

Ethical — does it align with and advance your organization's core values?

Blended – Relying on a mix of live and online training and outside resources



7 Unifying Principles

- **Treat everyone with dignity and respect in every interaction**
- **Select team members who strive for excellence in every responsibility**
- **Prepare for the future by developing and empowering leaders at every level.**
- **Prepare before you promote.**
- **Continuous improvement in every aspect both personally and professionally.**
- **Integrity matters the most in every circumstance.**
- **It isn't just about me. It isn't just about now. And it never is.**



Transformational Accelerators

1. The extent to which the organization trusts that top executives are truly committed to their stated values and are emotionally engaged in leading the effort.
2. The extent to which leaders have been selected who have high credibility as the kind of leader who could actually pull this off.
3. The extent to which the effort is viewed as long-term rather than one more Management by BS flavor of the month.
4. The extent to which resources are devoted to communication and training at every level of the organization.
5. The extent to which employees understand what is changing, where this is headed, and why it is necessary.
6. The extent to which a game plan is implemented which has measurable and visible markers of progress, but which is not so rapid as to induce anxiety.
7. The extent to which middle management buys in by walking the talk.
8. The extent to which executives are willing to change current operating systems, eliminate mixed messages, and align systems with the desired values and culture.





Creating a System of Systems - aligned to make it real



The extent to which you succeed in creating, nurturing and protecting the kind of culture you desire to create is largely dependent upon the extent to which you create aligned systems that are consistently adhered to and which reinforce the desired culture.



Key Systems that Must be Aligned

- ^ Brand and Reputation Management
- ^^ Recruitment and Selection of Employees
- ^^^ New Employee Onboarding
- ^^^^ Developing Your People
- ^^^^^ Performance Coaching Processes
- ^^^^^^ Promotional Processes
- ^^^^^^^ Instilling Organizational Culture



BRAND AND REPUTATION MANAGEMENT

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Brand and Reputation Management

The reputation of your brand will drive the quality and type of candidate pools you will encounter as well as the quality of vendors who will do business with you.

- ^ Website – what does it tell prospects about you?
- ^^ Professional publications and speaking engagements
- ^^^ Social Media
- ^^^^ Professional leadership in associations
- ^^^^^ City/County Manager Reputation
- ^^^^^^ Business Processes Reputation (purchasing, politics, etc)
- ^^^^^^^ Employee Engagement/Support/Ownership of Business Values – Glass Door, etc



Employee Ownership of Business Values

Business Values Workshops

1. What are our current stated values?
2. How well are we walking the talk of those values?
3. What should our authentic values be?
4. Ideally conducted every time a new leader is selected.

Executive Team Values Definition Workshops

1. Process and Evaluate the Employee Feedback
2. Distill the Results of the Values Workshops into a specific set
Values to be Adopted by the Leadership
3. Evaluate alignment with Servant Leadership Culture

Envisioning a Servant Leadership Culture Team Workshops

1. Practical strategies for walking the talk for real.

Communicating the Culture

1. Culture Video



Recruitment and Selection of Employees



Employee Recruitment – the medium is the message

High Quality Talent Marketing Electronic Collateral Materials

- * Electronic Brochure that sells the mission and culture and a commitment to excellence
 - * <https://www.governmentresource.com/CurrentSearches>
- * Video Ads

Advertising

- * Ad Placement
- * Ad Text
- * Ad Graphics

Social Media Talent Marketing

- * Linked In
- * Twitter
- * Facebook
- * Instagram
- * Pinterest

User Friendly Job Board



Applicant Screening

- Easy to Use and Intuitive Applicant Management System
- Human Contact Accessible
- Prompt and Informative Communication with Applicants
- Resume – Evaluates Basic Qualifications
- Submittal Questionnaire Refines Specialty Qualifications
- Role Fit Survey Evaluates Job Fit
 - Compares universe of applicants against 1 job
 - Ex – customer service – listening and empathy

Use a Mystery Shopper to Evaluate Through an Applicant's Eyes



Semi Finalist Screening

- **Comprehensive Questionnaire** goes deeper on experience, leadership style, issues in their past, etc as well as leadership values
- **Online Recorded Interview** provides additional insights into communication style, use of technology and specific issues of interest
- **Automated Media Search**
 - * will help look for behavioral indicators and major controversies
 - * ex, Lexus Nexis



Finalist Screening

- **Prepare the Finalists**
 - Strategic Plan, Budget, Org Chart, etc.
- **State of the Art Assessment Tools** evaluate team fit
 - * IOPT -- team fit
 - * DiSC -- personality
- **Comprehensive Online Media Searches**
 - Goes deep on local newspapers, blogs, social media, etc.
- **Legal/Civil/Criminal Background Checks**
 - * No such thing as a national background check
- **Reference Checks**
 - * Check the list you want not the list they want you to have
 - * Have trained people do the reference checks to do them well



Finalist Interviews

- **Prepare the Interview panel**
 - Diversity of backgrounds, stakeholder representation, briefing books, legal guidance
 - Train them before allowing them to interview
 - Do not use interviewers you would not hire.
- **Advance Exercise or Assessment Center**
 - First Year Game Plan Assessment
- **Community and Organizational Tours, Receptions, Dinners, etc**
- **Use Behavioral Interviewing Techniques**
 - *Topgrading* by Brad Smart
- **Discuss Culture and Values in Depth**
- **Be Alert to Bias**



Four Guideposts for Evaluating Candidates

- *The best predictor of future performance is past performance.*
- *The prospect is the very best they will ever be in their pursuit of this position*
- *Employees are generally hired for aptitude but fired for attitude.*
- * *If you don't believe you have a **great** candidate, don't hire.*



NEW EMPLOYEE ONBOARDING



Orientations that Have an Impact

- **HR, Payroll and Benefits Process Staff**
- **Go deep on value alignment. organizational DNA and cultural expectations**
 - Use a professionally produced video defining the culture and values
 - Produce formal curriculum on values and culture.
 - Have every leader conduct a culture workshop in their department after every new team member is added.
- **Go deep on behavioral expectations.**
 - Make accountability for behavior clear.
- **Conduct a Career Path Assessment.**
 - Compare employee to a universe of jobs – help them achieve self understanding
- **Develop an Individual Development Plan.**
 - Help them understand what they need to do to prepare to achieve their goals
 - Define what the organization will do to invest in them and what they must do to invest in themselves
- **Assign a mentor.**
 - Plan 30, 60, 90 day check ins on how things are going.
- **Nurture Relationships to achieve employee engagement and cultural assimilation (Gallup Q12)**
- **Conduct Departmental Orientation that Align**
For key roles, conduct a team building workshop within 90 days.



Individual Development Plans

- ✧ **Builds on career pathing assessment**
- ✧ **Based on employee aspirations helps them identify what they need to do to prepare for and develop the competencies to achieve their career goals**
- ✧ **Identifies both what the organization will do to invest in them and what they must do to invest in themselves**



DEVELOPING YOUR PEOPLE



The solution to the leadership training problem is to scrap it in favor of development. Don't train leaders, coach them, mentor them, disciple them, and develop them, but please don't attempt to train them. Where training attempts to standardize by blending to a norm and acclimating to the status quo, development strives to call out the unique and differentiate by shattering the status quo. Training is something leaders dread and will try and avoid, whereas they will embrace and look forward to development. Development is nuanced, contextual, collaborative, fluid, and above all else, actionable."

Mike Myatt in Forbes





Define the Leadership Competencies You Want to Develop

- Take your time to do this right.
- Ensure that the competencies align with your values.
- Ensure that the way the competencies are taught are aligned with Servant Leadership principles.
- Demand alignment and resolve any conflicts between the values being taught and the way your actual systems work and the way the organization is behaving.
- Hold people accountable for not living up to the competencies.
- ICMA has defined 20 leadership competencies.
- SGR has defined 20 different competencies... but yours may be different.



Leadership Competencies 1-4

Commitment to Lead: Making the conscious commitment to lead and to practice behaviors that make this commitment a reality, for the benefit of others.

Compassionate Service: Rendering assistance motivated by genuine concern, willingly given to meet needs.

Compliance Adherence: Facilitating adherence to laws, regulations and government policies that apply to day-to-day job responsibilities; thereby limiting liability, enhancing safety, and minimizing employee wrongdoing.

Crisis Management: Supporting and facilitating processes by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public.



Leadership Competencies 5 – 7

Customer Service Orientation: Placing customer satisfaction at the core of each decision, focused on helping customers meet their long-term needs.

Diversity and Inclusion and Citizen Care: Addressing and supporting multiple lifestyles and personal characteristics within defined groups and providing support for acceptance and respect for various geographic, cultural, racial, gender, age, socio-economic, political, and other backgrounds, being sure that all are valued, respected and supported.

Effective Decision Making: Participating in and leading effective processes for making decisions in environments with uncertainty, transparency, and significant risk.



Leadership Competencies 8-11

Empowerment: Embracing and facilitating autonomy and self-determination in people and in communities in order to enable them to act in a responsible and self-determined way on their own authority, overcoming powerlessness and lack of influence.

Leading Change: Supporting organizational transformation through change processes that assist others in navigating needed initiatives.

People Skills: Communicating effectively with people, in a variety of contexts, in a friendly, sincere, and effective manner.

Performance Management: Improving organizational effectiveness through constant evaluation of systems and processes to ensure a customer centric focus regarding program/service delivery.



Leadership Competencies 12 - 15

Personnel Management: Improving organizational effectiveness by improving the performance of employees and by developing the capabilities of teams and individual contributors.

Political Savvy: Mastering organizational politics and avoiding forms of expression or action that are perceived to exclude, marginalize, or insult groups of people who are socially disadvantaged or discriminated against.

Principle Centered Leadership: A deep commitment to do the right thing for the right reason, regardless of the circumstances.

Problem Solving and Consensus Building: Identifying problems, evaluating solutions, and decision making through analysis and selection of solutions.



Leadership Competencies 16 – 18

Public Information and Relations: Maintaining a professional, favorable public image utilizing modern media/communications and constituent groups to maintain positive relations in the public's consciousness, to build a mutually beneficial relationship between local government and the public.

Responsible Stewardship: Accepting and executing the responsibility for proper planning and management of resources with regard to the environment and nature, economics, health, property, information, and other matters of public concern.

Self Awareness and Self Management: Possessing emotional awareness, accurate self-assessment, and self-confidence leading to personal competence, thereby positively influencing the perception of others.



Leadership Competencies 19 - 20

Team Leadership: Providing guidance, instruction, and direction to a group of individuals for the purpose of achieving a key result or group of aligned results.

Technology and Adoption of Innovation: Adopting technology at the local government level including forecasting, planning, social media, and other innovations in business practices.



Cascading Competency Conversations

- Use leading edge business books to create ongoing organization wide conversations about the practical application of leading edge leadership thinking as it applies to that organization's unique culture and context.
- It also develops leaders by making them teach the values at every level for their own people.
 - CM meets with their executive team and watches an online book briefing and uses notes to discuss the real world implications for your organization.
 - Executive team repeats process with their managers.
 - Managers repeats the process with their supervisors.
 - Supervisors repeat the process with their front line employees.



PERFORMANCE COACHING

STRATEGIC GOVERNMENT RESOURCES



The Performance Evaluation Process is Broken

- A forward looking performance coaching system works better than a backwards looking performance evaluation culture that is all about \$.
- All leaders at all levels should receive performance coaching.
- All supervisors must be trained on how to do performance coaching.
- Performance coaching should happen at least quarterly.
- A Servant Leadership 360 assessment every other year will help transform bosses into servant leaders. This should be used to do performance coaching of the supervisor and to modify their Individual Development Plan.
- Every other year use an organization wide Servant Leadership Employee Engagement tool to assess how the organization as a whole is doing. This should be used to develop an annual employee development plan of training offerings.



Promotional Processes



The Peter Principle Got it Wrong

- **Prepare and THEN Promote.**
 - Require people to have taken all leadership competency classes at all predecessor levels as a condition of promotion.
 - Expect people to take all classes at the NEXT level as part of the promotional readiness evaluation.
- **Require a history of behavioral alignment with Servant Leadership principles.**
 - Servant Leadership 360 is one tool.
- **Require emotional buy in and commitment to Servant Leadership principles.**



Promotional Considerations Include:

- Qualifications
- Role Fit
- Team Fit
- Leadership Development preparation
- Values alignment
- Servant Leadership walking the talk reputation
- Self awareness and emotional intelligence
- Trust building
- History of healthy relationships
- Reputation for Treating people with respect
- Optimistic and can-do outlook
- Focus on solutions not just problems



Instill Organizational Culture



How Great Leaders Inspire Action

http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action



Institutionalize Your Culture Without Bureaucratizing It

- Leaders are developed from the bottom up. But culture is instilled from the top down.
- Organizations become what they talk about. People have to hear something 7 times before they believe it... they are waiting to see if the leadership is serious – so talk the talk.
- For an organization to walk the talk – they have to hear it every 28 days – so have a strategy to constantly sell the why of the values
 - Use tools such as videos to define the culture in dynamic ways.
 - Celebrate those who walk the talk
 - Recognition at governing body meetings
 - Hand written recognition notes (3 per week)
 - Favorite candy bars
 - Fun profiles published of Authentic Servant Leaders
 - Servant Leader of the Year Award
 - Publish and speak at conferences bragging about the organization and what it is becoming.
 - Most of all – hold top leaders accountable to walk the talk.



Walking the Talk

- 1 Day Executive Team Retreats Quarterly
 - Team Building
 - Systems Improvement
 - Instilling Culture
 - Recruiting, Assessing and Developing Leaders
- 1.5 Day Governing Body Retreats Twice a Year
 - Immediately after election each year
 - Governance Culture
 - Governing Body Rules of Procedure
 - Code of Conduct
 - Team Building
 - Annual Professional Development Plan for Governing Body
 - Annual self-assessment instrument for the governing body to self-evaluate against governance best practices.
 - Mid year
 - Goal setting to feed into the budget process
 - Long term strategic visioning



The Four Disciplines of a Healthy Organization from Patrick Lencioni

PRACTICAL STRATEGIES FOR CREATING AN ORGANIZATION THAT WALKS THE TALK



Discipline 1: A Behaviorally Cohesive Leadership Team

- ^ Building Trust with each other and the organization
- ^^ Engaging in Healthy Conflict
- ^^^ Protecting the Integrity of the Process by Supporting Decisions
(even when they disagree)
- ^^^^ Holding Each Other Accountable
(both for performance and behaviors)
- ^^^^^ Focused on Collective Results and Outcomes



Discipline 2: Create Clarity

^



Discipline 3: Over Communicate the Clarity

- ^ People have to hear things 7 times before believing it. They are waiting for leaders to repeat things enough that they actually believe they are serious about it and committed to the path.
- ^ Leaders tend to under communicate because they think they are being redundant.
- ^ If your people are not imitating or making fun of you, you are not communicating the idea enough.



Discipline 4: Reinforce the Clarity in Your Systems

- ^ How do we recruit?
- ^^ How do we hire?
- ^^^ How do we orient?
- ^^^^ How do we set goals, manage and reward them?
- ^^^^^ How do we decide if we are going to fire someone or not?
- ^^^^^^ How do we make decisions?



“Leadership is about learning to shape the future. Leadership exists when people are no longer victims of circumstances but participate in creating new circumstances.”

Peter Senge



**“Ultimately,
leadership is
about creating
new realities.”**

Peter Senge



4 Pillars to Live By



Do Things Right and Do the Right Things



The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."



Do Right. Risk Consequences.



EVOLVE

LEGAL
COMPLIANCE

ETHICAL
BEHAVIOR

INTEGRITY

CHARACTER-
DRIVEN

STRATEGIC GOVERNMENT RESOURCES



Teddy Roosevelt

“It is not the critic who counts;
not the man who points out how the strong man stumbled or where the doer of deeds could have done them better.
The credit belongs to the man who is actually in the arena,
whose face is marred by dust and sweat and blood;
who strives valiantly;
who errs and comes short again and again;
who knows great enthusiasms,
the great devotions;
who spends himself in a worthy cause;
who at the best, knows in the end the triumph of high achievement,
and who, at the worst, if he fails, at least fails while daring greatly
so that his place shall never be with those timid souls who neither know
victory nor defeat.”



**Do Unto Others
as You Would Have Them
Do Unto You**



The challenges facing us today call for a renewal of that spirit of cooperation, which has accomplished so much good throughout the history of the United States. The complexity, the gravity and the urgency of these challenges demand that we pool our resources and talents, and resolve to support one another, with respect for our differences and our convictions of conscience.

We must resolve now to live as nobly and as justly as possible, as we educate new generations not to turn their back on our “neighbors” and everything around us. Building a nation calls us to recognize that we must constantly relate to others, rejecting a mindset of hostility



To respond in a way which is always humane, just and fraternal. Let us remember the Golden Rule: “Do unto others as you would have them do unto you”.

This Rule points us in a clear direction. Let us treat others with the same passion and compassion with which we want to be treated. Let us seek for others the same possibilities which we seek for ourselves. Let us help others to grow, as we would like to be helped ourselves. In a word, if we want security, let us give security; if we want life, let us give life; if we want opportunities, let us provide opportunities. The yardstick we use for others will be the yardstick which time will use for us.



Some men look at the world as it is and ask why.

I look at the world as it could be and ask why not.



I Lived



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