

Servant Leadership for the ASC

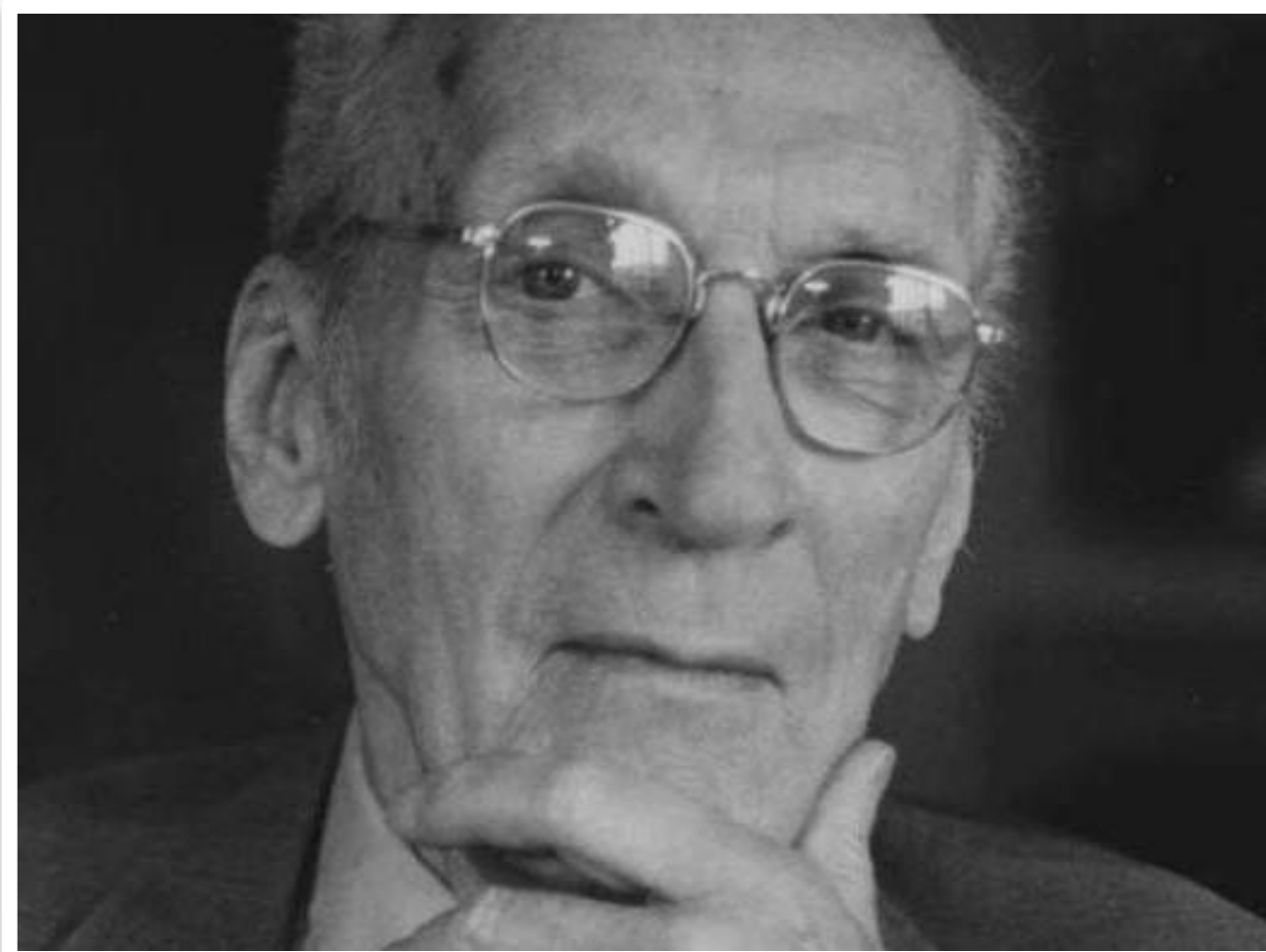
MNASCA

April 17, 2015

Objectives

- Define Servant Leadership - WHAT
- Describe WHY an ASC should adopt Servant Leadership?
- Make a plan for HOW I can be a Servant Leader?

The phrase “*Servant Leadership*” was coined by Robert Greenleaf in 1970



Robert Greenleaf 1904 – 1990

Definition is Complex

“Be warned that it (Servant Leadership) is a catchy term with big arms that can embrace multiple meanings. Dozens of writers have tried their hand at decoding Greenleaf. Nearly all of their bullet-point lists are right, as far as they go, but none are complete. Perhaps this is as it should be, because Greenleaf was not a bullet-point kind of thinker, and perhaps no such list could be complete.”

Don M. Frick



Definition is Simple

“It all boils down to one simple rule you learned long ago ... treat people the way you would want to be treated”

James Hunter



How did you get into leadership?



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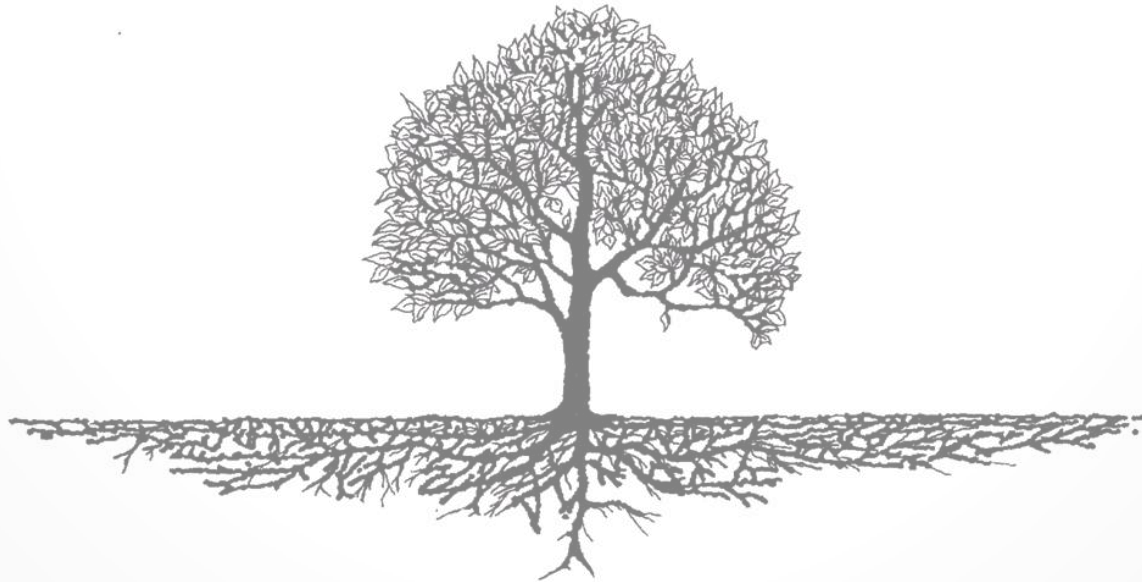
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“What we’re lacking are street smarts.
Does anyone here *not* have an MBA?”

Servant Leadership

- “It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead.”

Robert Greenleaf



Leadership \approx Influence

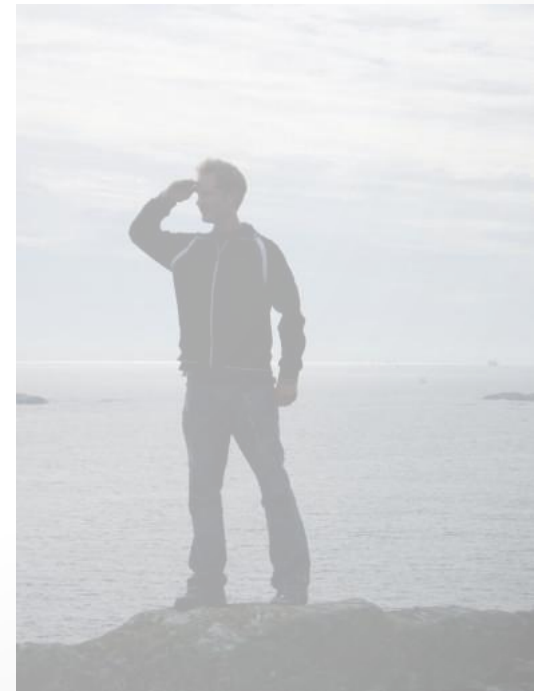
- “Management is what you do; leadership is the person you are and the influence and impact you have upon the people you come in contact with.”
- “Leadership is synonymous with influence.”

James Hunter

Servant \approx QI

- “If one is a servant, either leader or follower, one is always searching, listening, expecting that a better wheel for these times is in the making.”

Robert Greenleaf



12 Principles of Servant Leadership

- *Listening*
- *Empathy*
- *Healing*
- *Awareness*
- *Persuasion*
- *Conceptualization*
- *Foresight*
- *Stewardship*
- *Commitment to the Growth of People*
- *Building Community*
- *Call*
- *Nurturing the Spirit*

Listening

- Listen receptively to what is being done and said (not just said).
- Listen to one's inner voice.
- Seeking to understand what is being communicated.
- Open the door to encourage speaking.

You cannot learn enough or get enough practice on listening

- Examples:
 - Stop the Line
 - Town Halls

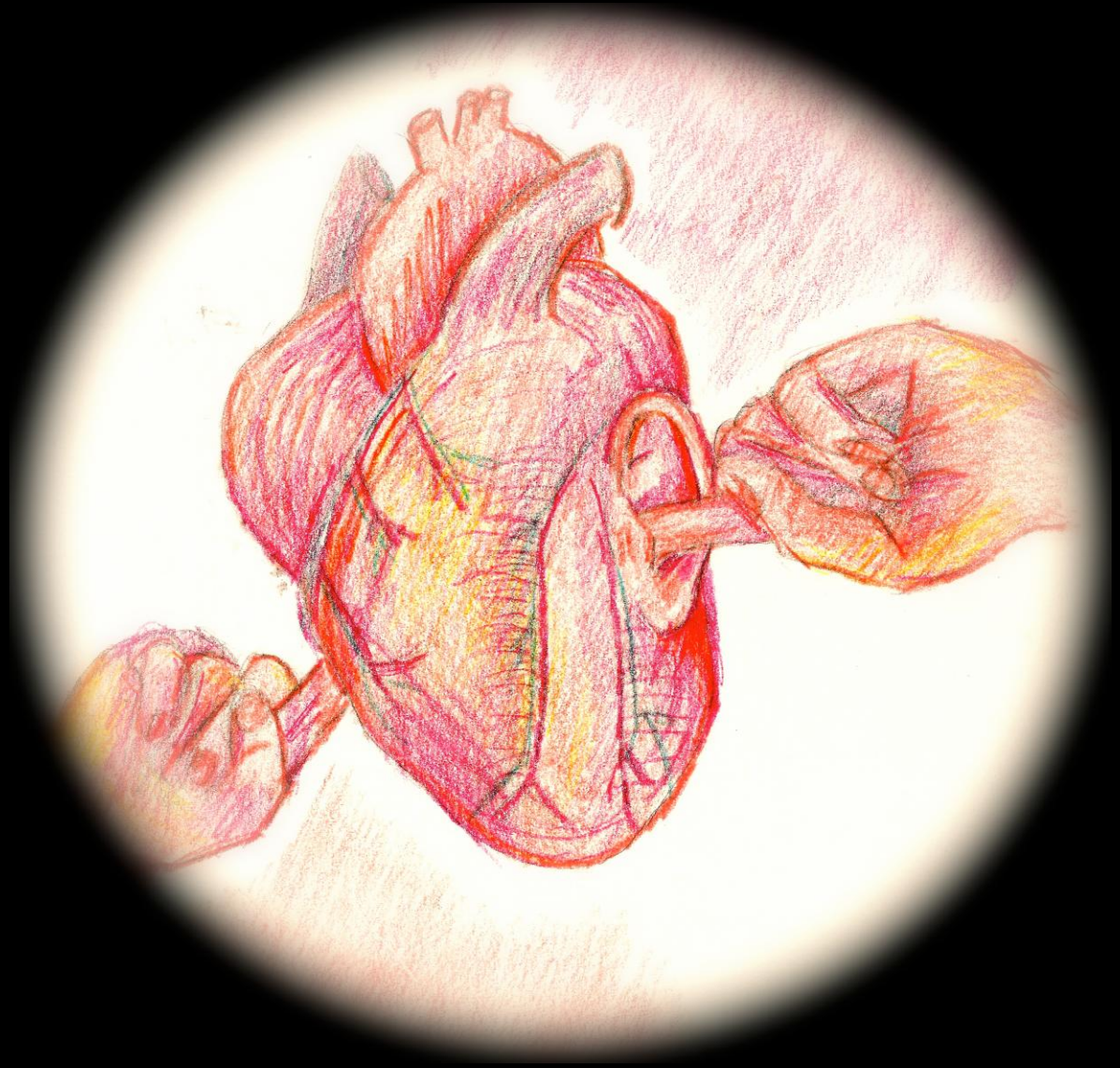


Listen

“Incline the
ear of your
heart”

Rule of St. Benedict

Prologue



Feedback is integral



Be a model of how to receive feedback

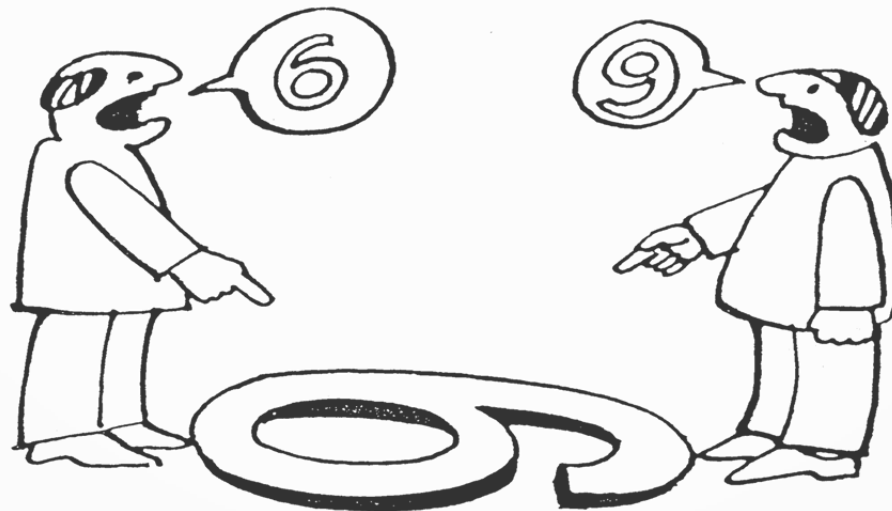
The most fruitful lesson is the conquest
of one's own error.

Whoever refuses to admit error
may be a great scholar,
but he is not a great learner.

—Johann Wolfgang von Goethe, *Maxims and Reflection*

Empathy

- Accept and recognize people for their special and unique spirit.
- Assume good intentions of employees/partners and don't reject them as people, even when forced to reject or call into question their behavior or performance.



Empathy includes respect

“It is impossible to disrespect a whole person. The only way you can maintain disgust for another is to hold only his or her flaws in your mind—assiduously avoiding acknowledgement of his or her redeeming qualities.”

Joseph Grenny

A nun can be covered from head to toe in order to devote herself to God, right?



But, then, if a muslim girl does the same, why is she oppressed?

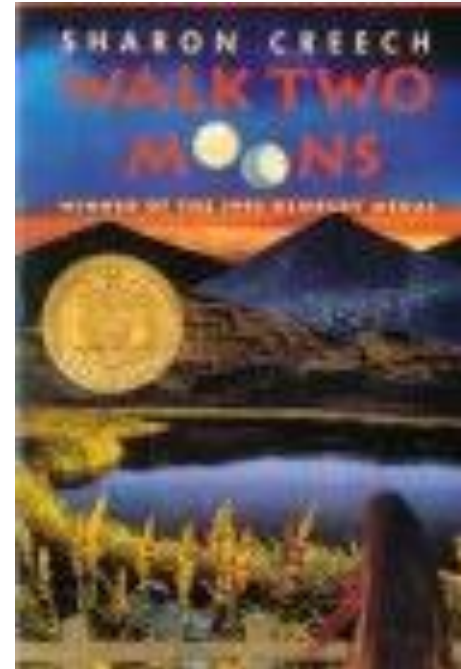


Examples:

- Angry Escort
- Cultural issue

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Walk Two Moons




"Don't judge a man until you've walked two moons in his moccasins."

— Sharon Creech *Walk Two Moons*

Healing

- The ability to help make whole.
- Dealing with difficult situations in terms of serving the common good.
- Genuinely care about people and their welfare.



WE CAN DO
NO **GREAT THINGS**
ONLY SMALL THINGS
WITH GREAT LOVE
Mother Teresa

Our sorrows and wounds are healed only when we touch them with compassion. -- Buddha



If you want others to be happy, practice compassion. If you want to be happy, practice compassion.

Be kind whenever possible. It is always possible.

Dalai Lama



Strength in difficult times

When it seems humanly impossible to do more in a difficult situation, surrender yourself to the inner silence and thereafter wait for a sign of obvious guidance or for a renewal of inner strength.

—Paul Brunton *Meditations for People in Crisis*

What if we gave the employees what they want when they want it?

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“My sources tell me you’re not happy with your job. So we’ve decided to forget all about productivity and profits and start making your happiness our #1 priority.”

Healing Activities for the ASC

- Debriefing after traumatic events
- Transparency that allows employees with struggles to realize they are not alone.
- Christmas “Adopt a Family” or other charity fundraisers to include work families.
- Allowing staff to pool vacation hours for a team member who has had a tragedy.

Awareness

- Servant leaders have a strong sense of what is going on around them.
- They are always looking for cues from the environment to shape their opinions and decisions.
- They know what's going on and will rarely be fooled.

It is more useful to be aware of a single weakness in oneself than to be aware of a thousand weaknesses in someone else.

Dalai Lama



“Even the most expert among us can gain from searching out the patterns of mistakes and failures and putting a few checks in place.”

Atul Gwande



ASC Hot Awareness Topics

- Alcohol and Drug problems within the staff or medical staff.
- Bullying by one team member to another.

Persuasion

- Seek to convince others, rather than coerce compliance.
- Build consensus within groups.

**"To be persuasive
we must be
believable; to be
believable we must
be credible; to be
credible we must be
truthful."**

- Edward R. Murrow



greenleaf.org

Integrity: Cure for the Slippery Slope

Columbia/HCA 2000

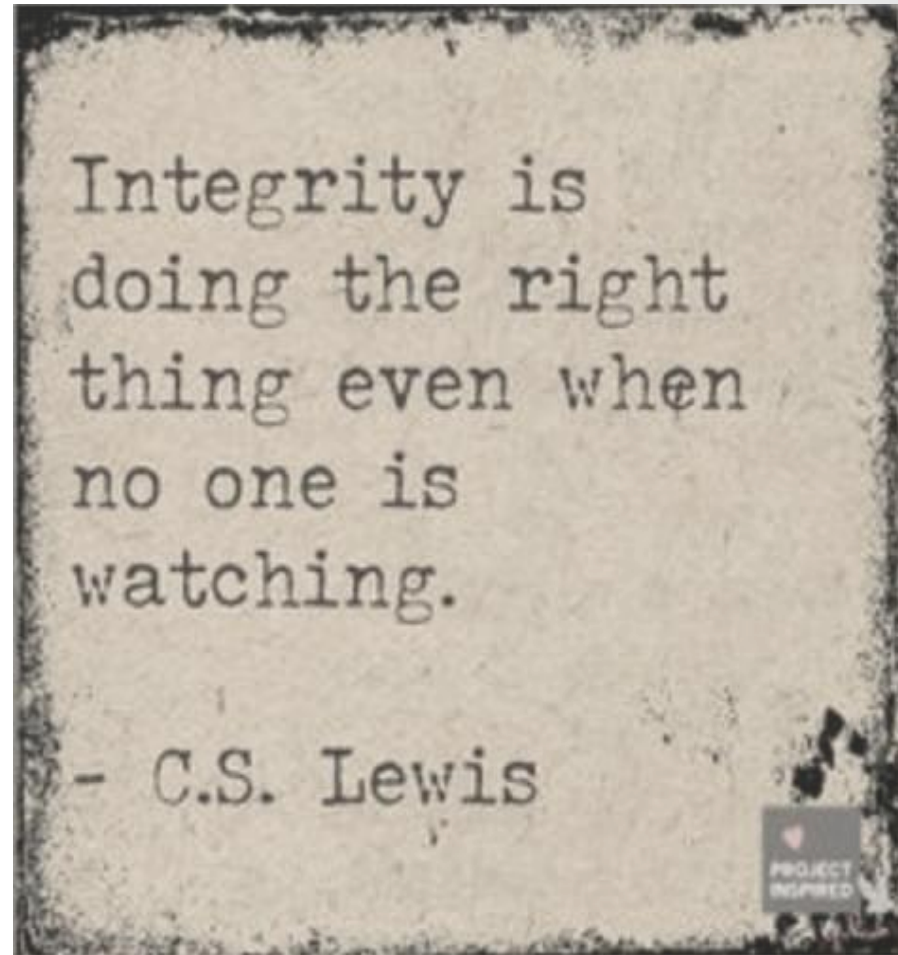
- Medicare fraud (tests not ordered, false dx codes).
- \$1.7 bil fines

HealthSouth 2003

- Scruchy \$2.7 bil fraud to boost stock prices

Other

- Nurse stealing drugs, pts become infected
- “Sleeping around”
- No punishment for a doctor to prevent losing his cases.



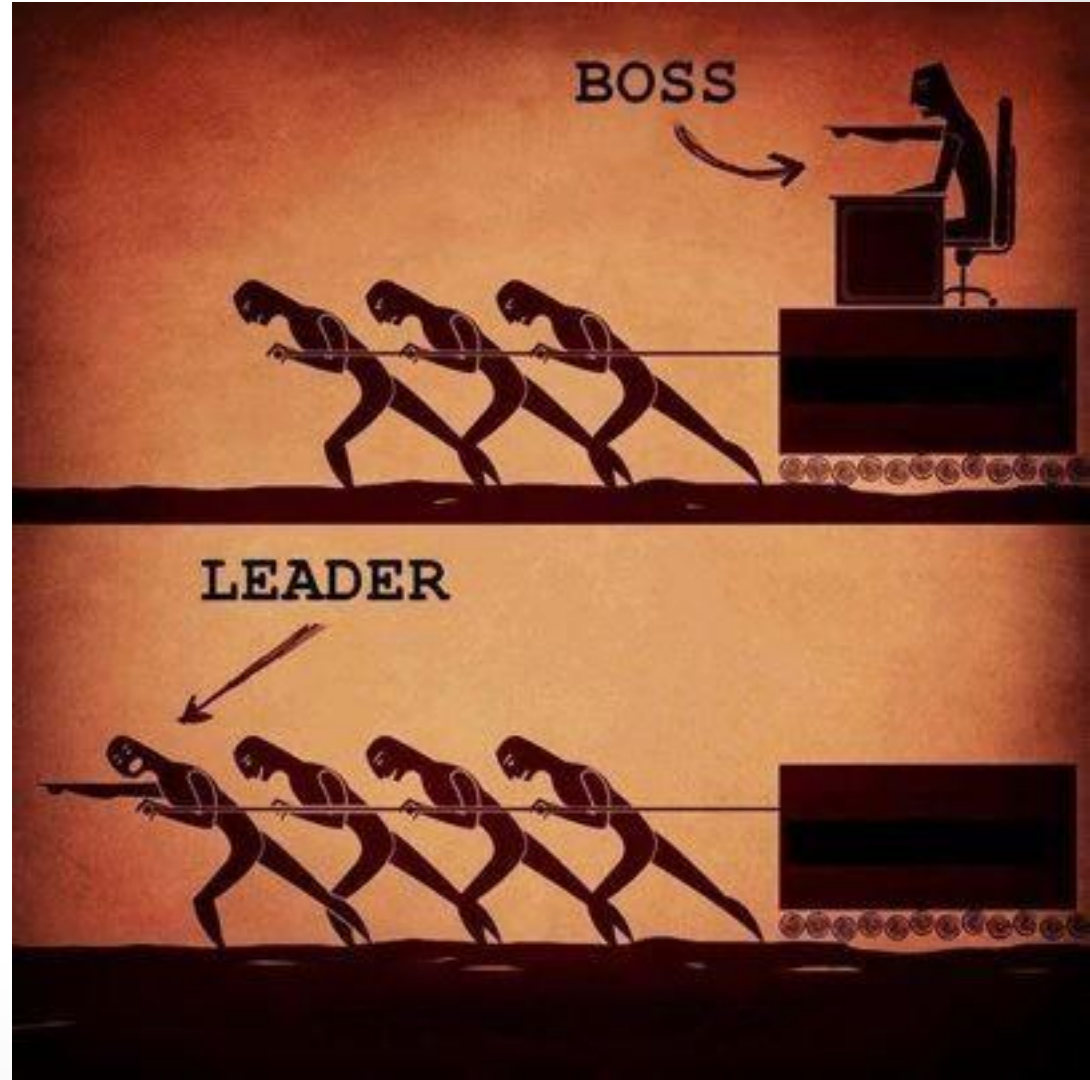
Prayer for Humility

**O Father, give us the humility which realizes its ignorance,
Admits its mistakes, recognizes its need, welcomes advice,
Accepts rebuke. Help us always to praise rather than to criticize,
To sympathize rather than to discourage, to build rather than to destroy,
And to think of people at their best rather than at their worst.
This we ask for thy name's sake.**

In the lead

- Leaders do not say, “Get going.” Instead they say, “Let’s go!” and lead the way. They do not walk behind with a whip; they are out front with a banner.

Don M. Frick



MINNESOTA
TimeOut

A black and white stopwatch graphic is positioned behind the word 'TimeOut'. The dial of the stopwatch is visible, showing the number '60' at the top. The needle of the stopwatch is pointing towards the '60' mark. The stopwatch has a ring at the top and a button on the left side.

TAKE 60 SECONDS TO GET IT RIGHT (OR LEFT)...

Conceptualization

- Dream great dreams.
- Must think beyond day-to-day realities.
- Balance between conceptualization and day-to-day focus.

“The best description of conceptualization is the visual of changing speeds or direction while traveling down a road with winding up and down hills, straight-aways, and an occasional road hazard thrown in for good measure.”

Ron Harper

Examples:

- Policies vs Values as a measuring stick
- Fostering and supporting employee ideas like GMISS
- Laying off someone sooner than later

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In the lead

Leaders are faced with many hard decisions, including balancing fairness to an individual with fairness to the group. This sometimes requires “weeding out” those in the group who, over a period of time, do not measure up to the group needs of dependability, productivity, and safety.

Don M. Frick



Foresight

- Understand lessons from the past, the realities of the present and the likely consequence of a decision in the future.
- It is deeply rooted in the intuitive mind.
- In the ASC
 - Keep current on the ASC climate
 - Network



Stewardship

- Holding something in trust for another.
- A desire to prepare the organization to contribute to the greater good of society.



- How in the ASC?
 - Teams, mission trips, sponsoring events
- Why in the ASC?
 - Align your facility with your staff, your patients and your community

Growth

- Believe that all employees have something to offer beyond their tangible contributions.
- Help employees develop in a number of ways.
- Find ways to help them reach their true potential as employees.

- Example:
 - Using talents outside their role
 - Allowing advanced ed
 - Assigning responsibility



Work is what you have to do,
job satisfaction comes in doing
more than you have to do

• • •

Unknown from a Newspaper article on a
bulletin board over 30 years ago.

Building Community

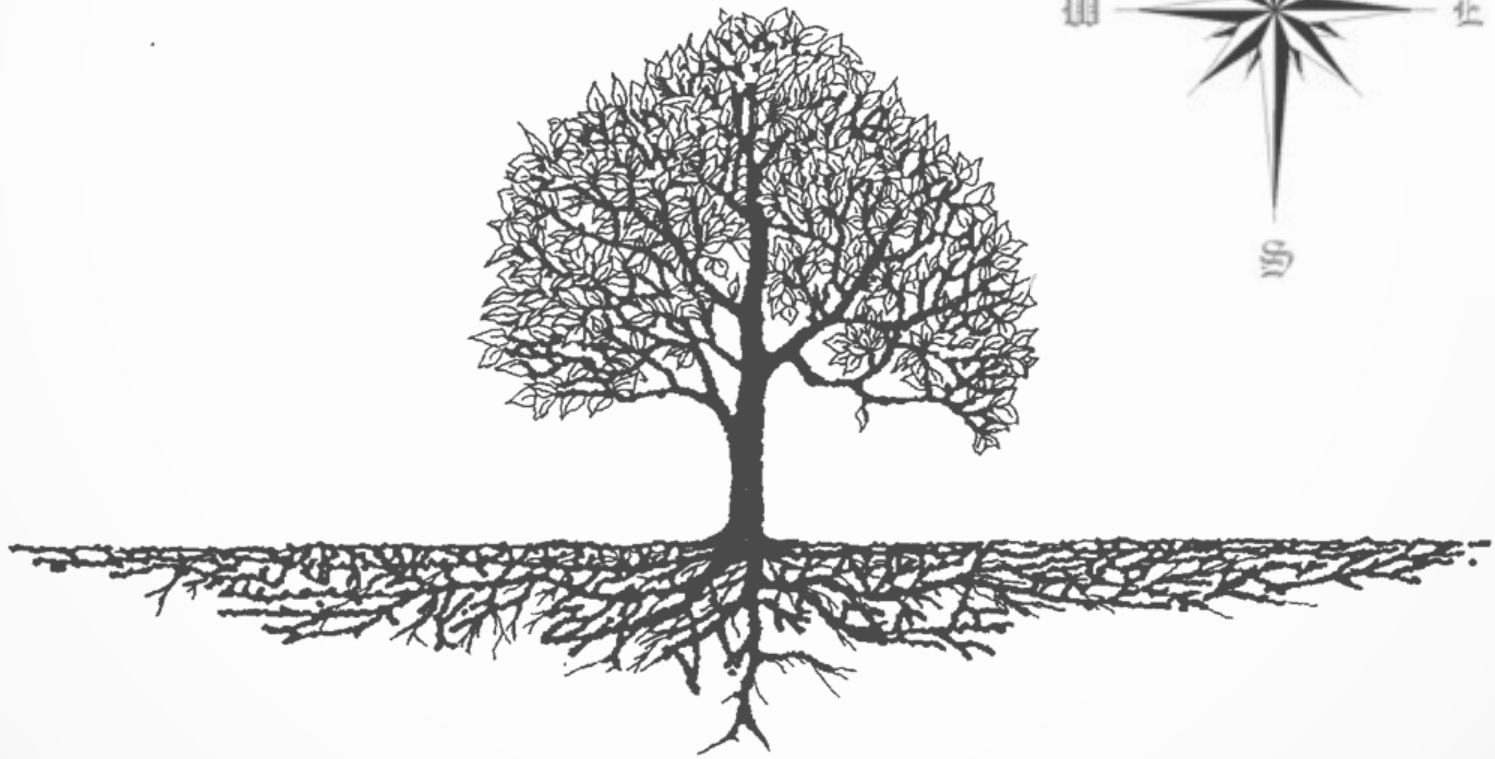
- Building community among those who are part of the organization.



Calling

- Willing to sacrifice self-interest for the good of the organization
- Pursue opportunities to make a difference and to impact the lives of employees
- Never for own gain.

Higher Purpose or Groundness or True North



Value—Action Connection

Who	How
Gandhi	Happiness is when what you think, what you say, and what you do are in harmony
Aristotle	Human good turns out to be activity of soul in accordance with virtue
Confucius	To put the world in order, we must first put the nation in order; to put the nation in order, we must put the family in order; to put the family in order, we must cultivate our personal life; and to cultivate our personal life, we must first set our hearts right
Buddha	All that we are is the result of what we have thought. If a man speaks or acts with an evil thought, pain follows him. If a man speaks or acts with a pure thought, happiness follows him, like a shadow that never leaves him
Parker Palmer	Onstage—Backstage life
Wayne Dwyer	If you are congruent, your thoughts and your feelings and your behavior are all in harmony
psychologists	cognitive dissonance
Yahweh	Because you approach Me with mouth and lips, and not your heart; ... I will confound you further (Isaiah 29:13).

Nurturing the Spirit

- Understand the deep human need to contribute to personally meaningful enterprises
- Nurture the individual's spirit through honest praise and supportive recognition.
- Criticisms and suggestions are not personal or harsh.
- The joy of the work is celebrated.

What does it mean to be appreciated?

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“I’m leaving early today to have my cat neutered. While I’m gone, select 9 people to be *Employee Of The Month* and award each of them with a kitten.”

In the lead

Leaders see things through the eyes of their followers. They put themselves in others' shoes and help them make their dreams come true.

Don M. Frick

The Servant Leader Test

“The best test, though difficult to administer, is:

*Do those served grow as persons; do they while being served, become healthier, wiser, free, more autonomous, more likely themselves to become servants?
And, what is the effect on the least privileged in society.”*

-Robert K. Greenleaf
The Servant As Leader

Beginning My Plan

- Create a 6 Word Memoir on your Leadership
 - Words that you want in your style
 - Words that show where you need to change
 - Words that describe someone you admire

Sample 6 Word Memoirs

Students in Art of Leadership Class 2009

- See the person, release the star.
- Who's the stranger? He's our CEO.
- Called to serve; ended up leading.
- Prefer the back; help others forward.
- Complacent and comfortable; future on edge.
- Pointing one's fingers, only to self.
- Knowing their talents; letting them go.
- Trusting the staff creates new business.
- Honoring their gifts. Putting in action.
- Fear. Avoiding risk. Growth curve plummets.
- Control: stifles change, squeezes out growth.
- Give the chance to be known.
- Walk with me, step by step
- Hands to hearts; mind towards peace.
- Upside-down wisdom: serve to lead.
- Boss was toxic. I was gone.

More Reading

- Greenleaf, Robert. Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness
- Sipe, James W and Frick Don M. Seven Pillars of Servant Leadership
- Spears, Larry. Insights on Leadership
- Blanchard, Ken. Servant Leader
- Hunter, James C. The Servant: A Simple Story About the True Essence of Leadership
- Patterson, Grenny, McMilian and Switzler. Crucial Conversations: Tools for Talking When the Stakes are High
- <http://www.crucialskills.com/>
- Frick, Don M. Implementing Servant Leadership: Stories from the Field

Thank you