

# 4<sup>TH</sup> DIMENSION

## SERVANT LEADERSHIP WORKSHOP



### DESCRIPTION

Legendary General Electric CEO, Jack Welch, said, "Culture trumps strategy every time." In other words, great organizational culture can overcome bad strategy, but great strategy cannot overcome lousy culture. In fact, it can even determine an organization's destiny!

SGR believes a healthy culture cannot be created without effective succession planning that specifically focuses on recruiting, assessing, and developing leaders that are not only technically qualified, but who will also nurture and sustain an organization's culture. Creating and maintaining effective systems that strengthen an organization's ability to intentionally manage succession planning is the best way to ensure the desired culture can become a reality. This workshop will focus on defining servant leadership and why it matters, as well as general strategies for building aligned teams and systems.

*March 27, 2019 – Cincinnati, Ohio*

A time to connect with other local gov professionals while exploring the principles of Servant Leadership.

**9:00 AM** *"The Power of Why" Simon Sinek Video & Interactive Discussion*

**12:15 PM** **BREAK**

**9:30 AM** *What is Servant Leadership & Why Does it Matter?*

**12:30 PM** *Building a System of Systems*

**11:00 AM** **LUNCH**

**1:30 PM** *Servant Leadership Polarity Self-Assessment*

**11:15 AM** *"Encouraging the Heart" Book Briefing Over Lunch*

**2:30 PM** **BREAK**

**11:45 AM** *"So What" Discussion Regarding "Encouraging the Heart"*

**2:45 PM** *Building a Foundation of Self & Team Understanding - IOPT*

**4:00 PM** **WRAP UP**



### GENERAL PHILOSOPHY

The creation of an organizational culture should never be separate from succession planning which includes the recruitment, assessment, and development of leaders. It's not merely about having a pipeline of qualified candidates available to select from, it is about recruiting, assessing and developing the RIGHT candidates, candidates who are not only technically proficient but who will nurture and sustain the desired organizational culture. Effective succession planning integrates recruiting and selecting candidates from both internal and external pools, effectively assessing both current and prospective employees and developing employees to prepare them to rise through the organization.

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### GENERAL PHILOSOPHY, CONTINUED

Great culture never happens by accident. While there are a myriad of factors that contribute to creating culture, the single most significant factor that determines how effectively an organization creates, nurtures and protects its desired culture is the extent to which all of the various systems involved in recruiting, assessing and developing leaders are aligned with the value system reflected in the desired culture.

Getting the right people on the bus, and then getting them into the right seats on the bus (as Jim Collins advises in *Good to Great*), is overtly all about recruiting, assessing and developing leaders. It requires a RADICAL approach by

Recruiting, Assessing and Developing Innovative, Collaborative and Authentic Leaders.



*But, how do you  
create, nurture, & protect  
the kind of culture  
that you desire?...*

### *A Closer Look*

This workshop begins with a general introduction to the principles as put forth originally by Robert Greenleaf, who coined the phrase “Servant Leadership.” Participants will view Simon Sinek’s 20-minute TED Talk, “Begin with Why” which helps leaders think carefully about what motivates them and how to express that motivation to others in a way that inspires people to want to be a part of what’s happening. Following the presentation, participants talk in small groups about their reaction to the video, and then we allow the groups to share with the larger group as a whole.

### SERVANT LEADERSHIP

Participants define the 12 principles of servant leadership and, more specifically, how they can provide the way forward for effective leadership in the public sector. Most importantly, it explores how incorporating such leadership traits into organizational and leadership culture can create and maintain the right balance between nurturing healthy relationships and fostering innovative change.

### ORGANIZATIONAL SYSTEMS

What keeps this workshop from simply being a motivational pep rally takes place during this session. The only way to impact the culture of an organization is for the principles to become imbedded in its systems (branding, recruitment, interviewing, hiring, on-boarding, leadership development, and promotion of people). This session explores why this is important and what happens when those systems aren’t in alignment.

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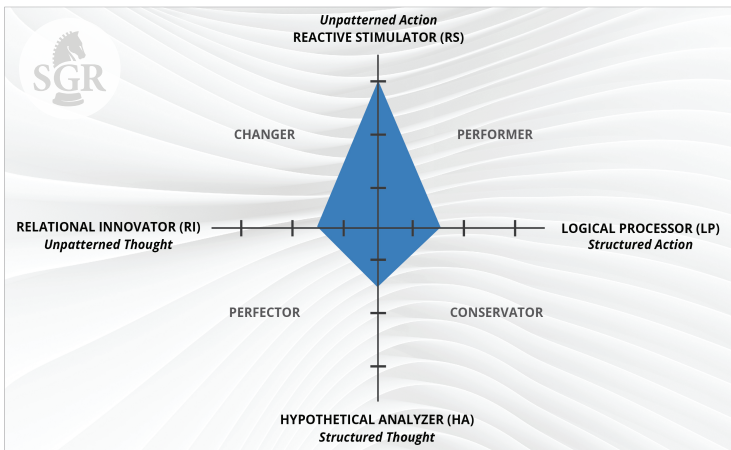
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### POLARITY SCALE

SGR's Leadership Polarity Scale is used to stimulate honest and helpful dialogue between colleagues regarding how they perceive the culture of the organization. Is it truly characterized by servant leadership in all areas? Which principles are thriving? Which ones are just surviving?

### IOPT ASSESSMENT



In organizational design, complementary skills and capabilities are what counts. "Teamwork" means that each person helps make the team "work", and people have to be "plugged in" properly so that their unique skills and abilities mesh with those of others on the team. SGR utilizes Dr. Gary Salton's validated IOPT Assessment ([www.oeinstitute.org](http://www.oeinstitute.org)) to build camaraderie, facilitate productive discussion, and develop greater self-awareness.

IOPT (Input Output Processing Template) measures how a person perceives and processes information which can have a profound impact on what motivates a person, how a person sees an issue, and how that

person interacts with others on their team. Participants will complete the online IOPT Assessment in advance of the workshop. During the workshop time is spent explaining the model and allowing participants to interact and engage regarding the outcomes of the assessment.

Understanding one's own IOPT Profile makes it possible to be more self-aware. Understanding another's IOPT Profile helps predict how someone will approach any given situation. Reviewing assessment results as a group helps not just reinforce that everyone is "different", it also assists individuals and teams to better understand the implications of those differences; and most importantly, how to maximize those differences to make a more effective team.

### CASE STUDIES

During this closing session, participants review case studies of individuals and organizations known for their commitment to servant leadership as well as discussing common questions about servant leadership.



*SGR exclusively serves local governments by helping to recruit, assess, and develop innovative, collaborative, authentic leaders. If you have training or leadership development needs but don't know where to start, we will gladly assist you in finding real-world solutions that can be brought to your organization.*

# *The 12 Characteristics of Servant Leadership*

Authentic and sustainable transformation is possible with a leadership culture that intentionally and effectively develops not just current leaders, but the next generations of leaders as well. More importantly, a culture that values relationships while routinely adapting in order to remain on the leading edge of a constantly changing world is more likely to produce high performing teams that experience great emotional satisfaction in their work.

These 12 characteristics balance the constructive tension of a radical approach to leadership:

## NURTURING HEALTHY & TRUSTING RELATIONSHIPS



**LISTENING** seeks to understand by listening to a person's words as well as their heart.



**EMPATHY** allows us to engage openly with others to better understand their perspective & how life experiences may have shaped them, while assuming their good intentions.



**COMMUNITY** fosters a strong sense of shared engagement & commitment to the team while working to nurture an authentic culture with leadership who genuinely "walk the talk".



**NURTURING** uses supportive praise and honest recognition to encourage the spirit of those working to make the vision a reality and by helping them understand their role in the bigger picture.



**HEALING** promotes transformation & wholeness to help people become the best they can be while recognizing that our words either build up or tear down, but are rarely neutral.



**GROWTH** develops team members at all levels and helps them reach their fullest potential.

## LEADING INNOVATIVE CHANGE INTO THE FUTURE



**AWARENESS** includes an awareness of self, others, and environment which compels people to act upon what they know is the right thing to do.



**FORESIGHT** recognizes the realities of the past and present so that we can anticipate the realities of the future and take appropriate actions to shape our destiny.



**CONCEPTUALIZATION** envisions the future and communicates a clear picture of what can be so that others can understand, embrace, and work towards making the vision a reality.



**CALLING** recognizes that we are working toward something bigger & more important than ourselves while nurturing a willingness to sacrifice for the greater good.



**PERSUASION** inspires commitment to the cause rather than forcing mere compliance through positional authority.



**STEWARDSHIP** understands both short-term and long-term implications of our decisions & the impact they have on the greater good.