

# SERVANT LEADERSHIP LEARNING COMMUNITY

May 9, 2014

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**Vision:** We aspire to practice and improve our collective skills as a learning community centered on servant leadership. We encourage being accountable to a triple top line balancing People, Planet, and Profit.

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# AGENDA

## Servant Leadership Learning Community

Publishing Concepts, Inc.

Session 2



May 9, 2014



7:30 a.m. – 12 noon

7:30	Tour of PCI Continental Breakfast & Networking
8:00	Welcome – Drew Clancy, President PCI & AMCA Team
8:05	Participants Check-In (Building the Community) – Drew Clancy “Focus on You” Format
8:45	Report from PCI – The PCI Journey The Cultural Journey – Drew Clancy, President The Four Disciplines of Execution – Tom Lyons, CFO and Exec. Dir. of Marketing The Great Take-Off Day – Deborah Dale, VP People Q & A
10:00	BREAK
10:20	Making the Connection PCI Team link their culture to Conscious Capitalism Chapter 13 – The Qualities of Conscious Leaders
10:35	Dialogue – AMCA facilitate Linking pre-reading to PCI Culture & Culture of each SLLC member organization.
11:45	Check out, Evaluations, Thank Our Host
12:00	ADJOURN

*“The best test of servant leadership is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, will the least privileged in society benefit, or at least not be further deprived?”*

—Robert K. Greenleaf

# Conscious Capitalism:

## Liberating the Heroic Spirit of Business

**John Mackey & Raj Sisodia**

Outline Created by Tom Lyons

### The Third Tenet – Conscious Leadership

#### Conscious Leadership

- Better Leaders = Better World
- The quality of our leaders affects the quality of our lives. Every good leader contributes in ways, big and small, toward making the world a better place – one day, one life, and one company at a time.
- Conscious leadership is perhaps the most important element in Conscious Capitalism

#### From Military to Mercenary to Missionary Leaders

- Many large corporations increasingly came to be seen as being run more for the benefit of managers than for shareholders. This led to a shareholder rights movement, one of the consequences of which was to start rewarding CEO's heavily for increasing the stock price.
  - The rationale was to give managers strong incentives to become personally wealthy by increasing the stock price of the company
    - Thus we went from military style leadership to “mercenary” leadership
- Conscious companies are led by emotionally and spiritually mature leaders.
  - Primarily motivated by service to the purpose of the business and its stakeholders, and not by the pursuit of power or potential personal enrichment.
    - Conscious leaders view themselves as trustees of the business, seeking to nurture and safeguard it for future generations.

#### Leadership and Management

- Leadership is mostly about change and transformation.
  - Management is about efficiency and implementation
- Leaders are high level architects, builders, and remodelers of the system, while managers ensure that the system works smoothly and take corrective action when it doesn't.
- Leaders have an inherent systemic sensitivity that enables them to understand both how a group of people will behave as a system and how to change the system in order to change its behavior.
- Managers do not make history; conscious leaders do
  - They imagine and bring into existence that which did not exist before and which most thought could not be done.

#### The Qualities of Conscious Leaders

- Conscious leaders abundantly display many of the qualities we most admire in exemplary human beings. They usually find great joy and beauty in their work, and in the opportunity to serve, lead, and help shape a better future.
- Conscious leaders commonly have high analytical, emotional, spiritual and system intelligence
  - They have an orientation toward servant leadership, high integrity, and a great capacity for love and care.
  - They are keenly self-aware and recognize their own deepest motivations and convictions

- **Bill George, CEO Medtronic** – *Great leadership is authentic leadership. Authenticity is not a characteristic; it is who you are. It means knowing who you are and what your purpose is. Your True North is what you believe at the deepest level, what truly defines you – your beliefs, your values, your passions, and the principles you live by.*

## Types of Intelligence

- We now recognize that having a high IQ without also having high emotional intelligence (EQ), spiritual intelligence (SQ) and systems intelligence (SYQ) is inadequate and can be harmful to an organization.
- A person's IQ does not easily change very much after adulthood begins, while emotional, spiritual, an systems intelligence can be developed and enhanced all of our lives
  - Emotional Intelligence
    - EQ combines intrapersonal (understanding oneself) and interpersonal (understanding others) intelligence
  - Spiritual Intelligence
    - SQ is the intelligence with which we access our deepest meanings, values, purposes and higher motivations
      - It is our moral intelligence
      - Conscious leaders with high SQ have a remarkable ability to help align their organizations with their organizations' higher purpose.
  - Systems Intelligence
    - Conscious leaders are natural systems thinkers.
      - They can see the bigger picture and understand how the different components of the system interconnect and behave over time.
      - They are also “feelers”; they feel the interconnectedness and oneness of the system within their being.

## Servant Leadership

- **Albert Schweitzer, Nobel Prize Winner** – *I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve.*
- Servant leaders cultivate the noble virtue of generosity.
  - They embrace transpersonal values – such as goodness, truth, love, the alleviation of suffering, the salvation or enlightenment of others – that lift them to higher levels of consciousness.

## Integrity – The Synthesis of the Virtues

- Perhaps the most important virtue of conscious leaders is integrity.
- It includes authenticity, fairness, trustworthiness, and moral courage; it involves doing what we believe is true to our values and the right thing to do whatever the circumstances, even when it may involve substantial personal trust.

## Capacity for Love and Care

- Conscious leaders have a great capacity for love and care. They recognize how important it is to drive fear out of their organization.

## What Conscious Leaders Do

- Conscious leaders seek to make a positive impact on the world through their organization. They deeply embed a sense of shared purpose, enabling people to derive meaning from their work.
  - They help people grow and evolve an individual as leaders in their own right, and they make tough moral choices with clarity and consistency.

## Make a Positive Difference

- Conscious leaders have a passion of making the world better in some significant way.
  - Effective leaders seldom have to force people to do things; they inspire and motivate others to commit change voluntarily.

## Embed a Shared Purpose

- The best conscious leaders are merchants of hope and entrepreneurs of meaning. They continually engage their colleagues around questions of identity and purpose.
  - This is most effectively done through story telling
    - Effective leaders tell three types of stories: Who I am, Who we are and Where we're going

## Help People Grow and Evolve

- Conscious leaders treat all people with respect, regardless of their rank or role.
  - They appreciate the unique talents and gifts of each individual and play to a person's strengths, thus putting the individual in a position to succeed and contribute to the organization
- Business grows because people grow the business, and people grow in the business.

## Make Tough Moral Choices

- The real test of leadership comes when "the choice is between right and right..."

## The Danger of Charismatic Leadership

- Conscious leaders harness the "better angels of our nature" toward shared ideals
  - They have great determination, but it does not come from a place of ego or self-gratification.
  - Rather than seeking to impose their individual will on the organization, they seek to sense and serve its collective spirit.

## Why Leadership Matters

- Conscious leadership is fully human; it integrates the masculine and feminine, the heart and the mind, the spirit and the soul.
- When businesses are led by individuals who are driven by service to people and the firm's higher purpose - who lead through developing and inspiring others - it leads to peace and happiness in the individual, respect and solidarity in the community, and mission accomplishments in the organization.

## Becoming a Conscious Leader

- A business can not truly evolve, learn and grow if its leaders - particularly the CEO - are not learning and growing as well.
- One of the best motivations for wanting to learn and grow is that it will be beneficial not just in our own lives, but also in the lives of all those with whom we interact, including the company and all the people it touches.

## Follow Your Heart and Find Your Purpose

- How should we live our lives?
  - Commit ourselves to following our hearts and doing what we most love and what is most meaningful to us in life.
  - Our inner heart will always be our best guide in life if we can develop enough self-awareness to be able to hear it and the courage to follow it.
- There are two important aspects to hearing and following our hearts:
  - We need to enhance our self-awareness so we know when we are truly following our hearts and when we've lost our way.

- Learn how to deal with fear.
  - Fear prevents people from reaching their fullest potential in life

### **Role Models**

- A time tested way to grow is to find role models – people whom we most admire and want to emulate
- We should make a conscious decision and effort to begin practicing the virtues of people we admire
  - How would my father have handled this situation?

### **Cultivating the Higher Virtues**

- People develop their character by cultivating higher virtues and positive emotion.
  - The most important virtues to help people learn and grow are universal and timeless: love, courage, integrity, generosity, compassion, forgiveness and temperance.

### **Developing Your Emotional Intelligence**

- If we lack awareness of our own feelings, values, aspirations, and ideals, we go through life following impulses and desires without being conscious of why we're doing what we are doing.
  - Growing our self-awareness is a continuous process that lasts a lifetime
- To be a conscious leader, we especially need to cultivate empathy – the ability to feel what another feels

### **Life is About Learning and Growing**

- Conscious leaders make the intentional decision to continue to learn and grow throughout their lives, challenging themselves to be and do more.
  - To learn and grow, one must take chances and be willing to make mistakes.
- When we view people as enlightened, may start living up to that vision
- In our quest to be more self-aware, keep a journal of feelings, thoughts and dreams.
- Also recommended to keep a gratitude journal and adding to it at the end of each day.

### **The Importance of Physical Health**

- To be fully effective as a conscious leader, in addition to being emotionally and spiritually healthy, we need to be as physically healthy as possible.
- Pay attention, first and foremost to diet. Exercise regularly. Be conscious of any toxins you put into your body (smoking, excessive alcohol, excessive caffeine). Adequate sleep.

### **Contemplative Practices**

- One of the best gifts we can give someone is to be fully present for him or her; people sense when we're really attentive.

### **Personal Growth is a Choice**

- Our greatest challenge as leaders is to manage and lead ourselves; to make wise choices, to learn and grow and evolve as human beings.
  - It is also our greatest opportunity for service, and the rewards to our organizations, our families, and ourselves personally are virtually limitless.
- Our world is full of trouble and suffering, and those who have attained elevated states of consciousness have a sacred duty to use this light to make a difference.

## Insights from Conscious Capitalism

- ❖ Relationships, stakeholder management, and a keen appreciation for values and purpose are essential for effective leadership in the complex world of the 21<sup>st</sup> century... (pg. 184)
- ❖ Systems Intelligence: Story of 3 brothers all doctors... Oldest brother known for performing dramatic procedures on patients with advanced diseases, widely celebrated; Middle brother, highly skilled at catching and curing diseases with early symptoms, locally admired; third brother, ability to detect earliest trace of disease and cure before feeling symptoms, little appreciated and virtually unknown but saved the MOST lives.  
How do we move from reactive thinking and acting to proactive thinking/actions? (pgs. 186-187)
- ❖ Power properly understood is nothing but the ability to achieve purpose. It is the strength required to bring about social, political, and economic change. There is nothing wrong with power if power is used correctly... Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love. (pg. 189)
- ❖ Conscious leaders deeply embed a sense of shared purpose, enabling people to derive meaning from their work. They help people grow and evolve as individuals and as leaders in their own right... (pg. 189).
- ❖ The best conscious leaders are merchants of hope and entrepreneurs of meaning.... Effective leaders tell three types of stories: 'Who I am,' 'Who we are,' and 'Where we're going' (pg. 190).

1. Where and how do you see any of these 5 examples of servant leadership exemplified in the PCI story?
2. Do you recognize any of these patterns in the servant leadership culture inside your organization?
3. What could you take from this to improve the culture around you and your organization?
4. What part of chapter 14 made you want to take your leadership deeper?