

# Servant Leadership Learning Community

March 2, 2012

  
Dallas County  
Community College  
District

  
POLICE  
COPPELL  
1890

  
Parkland

  
Tempo

  
TDIndustries

  
Luminant

  
Balfour Beatty  
Construction

  
AMCA

  
CPNPP  
COMANCHE PEAK NUCLEAR POWER PLANT

  
Southwest Airlines

  
CELTIC COUNTY  
SHERIFF'S OFFICE

**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, Plant, and Profit.

Hosted by Coppell Police Department  
Facilitated by Chief Mac Tristan, Deputy Chief Matt Kosec,  
and Ann McGee-Cooper & Associates, Inc.



*Ann McGee-Cooper & Associates, Inc*

4236 Hockaday Drive Dallas, Texas 75229  
214.357.8550 • 1.800.477.8550 • fax 214.357.4770 • [www.amca.com](http://www.amca.com)

# Servant Leadership Learning Community

Session 1 • March 2, 2012 • 7:30 a.m. – 12 noon

## Coppell Police Department

### AGENDA

7:30	<b>Continental Breakfast and Networking</b>
8:00	<b>Welcome</b> – AMCA & Chief Tristan
8:10	<b>Check-in &amp; Ground Rules</b>
8:40	<b>Servant Leadership in Film</b> – Chief Tristan <u>Gladiator</u> <u>Apollo 13</u> Dialogue
10:00	<b>BREAK</b>
10:20	<b>Coppell Officer Panel</b>
11:15	<b>7Pillars of Servant Leadership</b> – Deputy Chief Kosec
11:45	<b>Check-out</b>
11:55	<b>Feedback and Evaluation Feedback</b>
12:00	<b>Adjourn</b>

**“The best test, and difficult to administer, 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, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”**

—Robert K. Greenleaf

**“The secret of institution building is to be able to weld a team of such people by lifting them up to grow taller than they would otherwise be.”**

—Robert K. Greenleaf

**Future Meeting Dates:  
Friday, June 29, 2012  
Friday, October 26, 2012**

# SLLC Ground Rules

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1. Be open
2. Be inclusive of everyone
3. Be honest
4. Be respectful
5. Turn cell phones off
6. Be trustworthy
7. Be present
8. Have courage
9. Listen
10. Be assertive
11. Have fun
12. Keep confidentiality

By engaging all Employees in agreeing to best practice standards for our work together prior to each meeting, we can replace dysfunctional teaming with High Performance Teaming. Servant-leaders create high standards with their team and hold themselves accountable to partner in this spirit.

# Servant Leadership in Film



## **Gladiator (Dreamworks SKG, 2000)**

For 500 years, the Roman Army was the most professional army in the world. They knew how to fight and conquer. Maximus is a general in charge of the cavalry. Quintus is the other general in the film in charge of the infantry. In this 8 minute film clip, much of the message is non-verbal. Watch for the body language of Maximus and Quintus. Watch the body language, facial expressions, and reactions of the troops and even the dog in the film. Listen to the words of Maximus and Quintus as they address their troops.

- What characteristics of servant leadership did Maximus display?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
- Would you follow Maximus into battle? Why or why not?
- Consider what “battle” you will face on Monday; How could you apply what you learned from Maximus as you lead your “troops?”
- Can you think of a Maximus-like leader who you followed, regardless of potential risks and consequences? If so, why would you follow them with such loyalty?

# Servant Leadership in Film

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**Apollo 13 (Universal Pictures, 1995)**

- How did Gene Kranz’s approach to the problem differ from the consensus amongst his team? How did this impact the team’s ability to perform?
- Gene Kranz is obviously the formal leader; were there any others who exerted leadership in this clip?
- NASA is an environment of structure, check-lists, and planning and people can die without attention to rigor. How would you describe Kranz’s approach in this environment?
- As a leader, have you ever found yourself in a position where you were the only one on your team who saw the challenge or vision differently? How did it make you feel, and what traits of a servant leader might you apply in future situations such as these?

“There, we learn the difference between the ‘I’ and the ‘we’ component of the team. Because when the time comes, we need our people to step forward, take the lead, make their contribution, and then when they’re through, return to the role as a member of the team. It amplifies the individual’s talents as well as the team’s talent. Chemistry leads to communication that is virtually intuitive, because we must know when the person next to us needs help, a few more seconds to come up with an answer.”

—Gene Kranz

# Servant Leadership in Film

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- In both of these films, consider the difference between the Servant Leader vs. the Ego in Charge type leader.
- Both Maximus and Kranz display a confidence without arrogance. Both see the importance of building a strong team in order to accomplish their mission.
- In both films, the leaders recognize the importance of the vision and set the expectation.

***How do these examples connect to our daily challenge of being a Servant Leader?***

# Seven Pillars of Servant Leadership

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(Sipe & Frick, Paulist Press, 2009)

## Pillar VII – Moral Authority

A Servant-Leader is worthy of respect, inspires trust and confidence, and establishes quality standards of performance.

- Values moral authority over positional authority.
- Empowers others with responsibility and authority.
- Sets clear, firm yet flexible boundaries.
- Establishes, models, and enforces quality standards for conduct and performance.

### Core Competencies:

1. Accepts and Delegates Responsibility
2. Shares Power and Control
3. Creates a Culture of Accountability

### Suggested Dialogue:

1. Moral authority is different from formal authority. Formal authority is power a person holds because of his or her position...Greenleaf understood that moral authority is not something that automatically comes with a position, or even with a claim to moral authority...your followers grant you moral authority... (p. 156)

Robert Greenleaf summarized... *“Rather, they will freely respond only to individuals who are chosen as leaders because they are proven and trusted as servants.”* (p. 157)

- In *Gladiator*, Maximus seemed to have gained moral authority from his followers (even though he also held formal authority). How did he gain moral authority from his followers? To what degree do your followers attribute moral authority to you as opposed to mere formal authority?
2. **[Accepting and Delegating Responsibility]** Both of these attributes-blaming others and withholding delegation-reveal a victim mentality...When you cannot delegate responsibility to others, you are also making yourself a victim-of your own limitations and your often-hidden grandiosity.

[People with moral authority] *understand that some of their best contributions can come through playful creativity, quiet reflection, reframing of issues, and asking better questions rather than only focusing on answers to the old questions* (p. 162)

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- Think of your last team meeting and consider how much “playful creativity, quiet reflection, reframing of issues, and asking better questions” occurred. What could you do to create an environment in which these all routinely occur?
3. **[Shares Power and Control]** Whenever possible, a Servant-Leader practices a more radical kind of power sharing, one that sees every player as an important part of the enterprise rather than as a tool to carry out the leader’s wishes...Second, the Servant-Leader also serves everyone in the organization by teaching, nurturing, listening, and arranging for individuals and teams to take real responsibility at the highest possible levels. (p. 165)
- Sipe and Frick cite Franklin’s “Junta” and the fact that Greenleaf “considered himself most successful when no one realized he was the originator of an idea.” (p. 164) What techniques do you use as a servant leader to responsibly share power and control? What do you think those you serve would say about your ability to share power and control?
4. **[Creates a Culture of Accountability]** *Every organization must create its own culture of accountability, guided by its most important moral principles and supported by stories, congruent policies, ongoing learning and celebrations. Creating such a culture requires patience.* (p. 171)
- For many, the term “accountability” translates only to policy enforcement and the use of discipline. What values and principles support your organization’s or team’s culture, and are your policies congruent with them? What do your organization’s or team’s stories and celebrations reveal about your culture? Are you proud or do you have some work to do?



“The servant views any problem in the world as inside oneself, not out there. And if a flaw in the world is to be remedied, the process of changes starts in the servant, not out there.”



“Nothing much happens without a dream. For something really great to happen it takes a really great dream.”

—Robert K. Greenleaf

# Accountability Plan

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During the day, stay alert for ideas you choose to put into action, practice, test, examine, or learn from.

1.

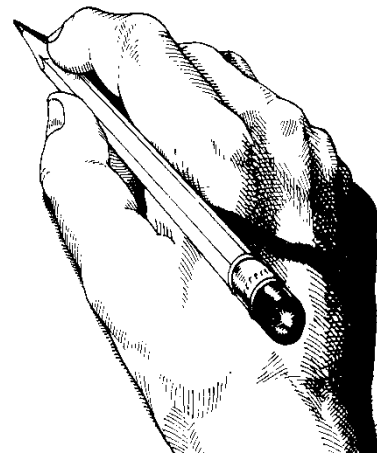
2.

3.

4.

5.

6.



Your Accountability Plan is one of the most important tools for growing as a servant-leader. Throughout the day, listen for those specific skills that you can work on to improve your servant-leadership, then make reminder notes. As you begin to “test drive” on this journey of servant-leadership, we urge you to reflect on your plan regularly. Give a copy to a trusted coach of your choice asking that person to help you celebrate progress and be accountable. Even the longest journeys are made step-by-step.

Name \_\_\_\_\_

Date \_\_\_\_\_