

# Servant Leadership Learning Community

June 29, 2012



**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 Parkland New Hospital/BARA**

Facilitated by Coppell Police Department Deputy Chief Matt Kosec,  
Sgt. Danny Barton, Corp. Jarrod Davis,  
& Ann McGee-Cooper & Associates, Inc.



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# Servant Leadership Learning Community

Session 2 • June 29, 2012 • 7:30 a.m. – 12 noon

**BARA Village at the New Parkland Hospital Site**

## AGENDA

7:30	<b>Continental Breakfast and Networking</b>
8:00	<b>Welcome</b> AMCA
8:10	<b>Check-in &amp; Ground Rules</b>
8:45	<b>Tour of New Parkland Hospital Construction</b> Sam Moses, General Superintendent
9:30	<b>How Servant Leadership Has Benefitted Building the New Parkland</b> Sam Moses, General Superintendent Lou Saksen, VP of Facilities Planning & Development
10:00	<b>BREAK</b>
10:20	<b><i>7Pillars of Servant Leadership – Pillar VI, Systems Thinker</i></b> Matt Kosec, Deputy Chief, Coppell Police Dept. Danny Barton, Sergeant, Coppell Police Dept. Jarrod Davis, Corporal, Coppell Police Dept.
10:40	<b>Dialogue</b> Matt Kosec Andrea Tristan, Director SLLC Ann McGee-Cooper
11:40	<b>Check-out</b>
11:55	<b>Feedback and Evaluation Feedback</b>
12:00	<b>Adjourn</b>

**Future Meeting Date:**

**Friday, October 26, 2012**

**Location - TBD**

# The Parkland Project Delivery

# Vision

Created July 16, 2009 with Ann McGee-Cooper and Associates, Inc.



**“the most patient and family-centric facility in the country  
...*iconic, timeless, and enduring*”**  
**“this is just what we were hoping for.”**

## Our Design...

- Inviting, calming, and soothing
- Hotness factor of 10
- Pacesetter LEED solution where we saved \$ through sustainability.
- “unbelievable”
- Green, open and welcoming
- A building in the healthcare campus that defines the standard for the 21<sup>st</sup> century
- Flexibility for the future
- Grand public space. Large, bright, and inviting.
- Exterior is breathtaking; ties perfectly with community; parking access to the hospital; performs flawlessly; way-finding is smooth and effortless.
- Well thought-out integration of medical equipment, technology, and planning
- Open arms—embracing
- Architecture is iconic—futuristic in healthcare delivery, but not intimidating.

## Our Healthcare Environment...

- Healing begins once patient walks through the door
- Infused with a spirit of its own
- Comfort of rooms, ease of checking in, access and overall ambience
- Healthcare providers are cheerful, smiling, and helpful.
- A place that is embracing
- Ease of movement
- Environment truly facilitates new processes and vision
- No waiting
- Patients of all ages are excited about new patient healthcare delivery.
- Flow of positive energy

## Our Success

- On time and on budget
- Enjoy the journey and recognized for best in-class delivery

- Recognized as cornerstone for new national healthcare solution

## Our Team...

- Have moment where we realize we achieved more than we imagined through team synergy.
- So committed to all goals that there are no compromises
- Trust established early and maintained throughout the project
- Don't burn out people along the way
- Team successfully balances desires of patients, employees, community with functional design
- All team members individually transformed in a positive way through this process
- After profound sense of accomplishment, there is a sadness it is over and you ask “what's next?”
- Never thought we would pull it off...amazing!
- We're the people in the photograph on the steps.
- Pride on everyone's face

## Our Community...

- Pacesetter...considered the hospital of choice—no longer the county hospital.
- Thinking of hard work and seeing/hearing the public talk about it
- Place to bring your grandkids
- Facility tie is perfect for community.
- Public opinion off the charts
- People 50 years from now all will recognize the wisdom of our decisions.

## Our Technology Dreams...

- Unencumbered/wireless...have information you need anytime. An intelligent facility that pushes information to caregivers where and when it is needed.
- Develop new technology around project delivery method (as a team)

# Parkland Project Delivery Team

# Covenant

Created July 16, 2009 with Ann McGee-Cooper and Associates, Inc.

## Decision-making and Problem Solving

- We consider what is best for the patient to guide our decision-making.
- We make decisions and create solutions for what is best for the team, not just ourselves, and can be endorsed by all.
- We enjoy the energy of ideas and the satisfaction that comes when the team has ownership and creates the solution.
- We seek win-win solutions.
- We identify and mitigate risk.

## Honesty and Trust

- We share honestly our own thoughts and ideas.
- We trust all members of the team.
- We deliver on our promises.

## Listening and Communication

- We listen to all thoughts and ideas.
- We listen and ask clarifying questions to understand and validate concerns. We don't assume we know what others mean.
- We listen with both ears and both eyes.
- We communicate freely, openly, concisely.

## Conflict Resolution

- We know that there will be problems; our measure of success is how we resolve them.
- We assume goodwill and that everyone is a reasonable and rational person.
- We own our individual parts of any conflict.
- We persevere through challenges and changes.
- We communicate concerns early to allow time for proper reaction.
- We relinquish ego for the betterment of the team.
- We acknowledge something positive before identifying a problem/challenge.
- We respectfully confront rather than stew on something.

## Life/Work Balance

- We maintain perspective and balance, making time for self and family.
- We have fun and celebrate successes along the way.
- We don't forget the humanity.

## Innovation

- We challenge ourselves and others to stretch and creatively think "outside the box."

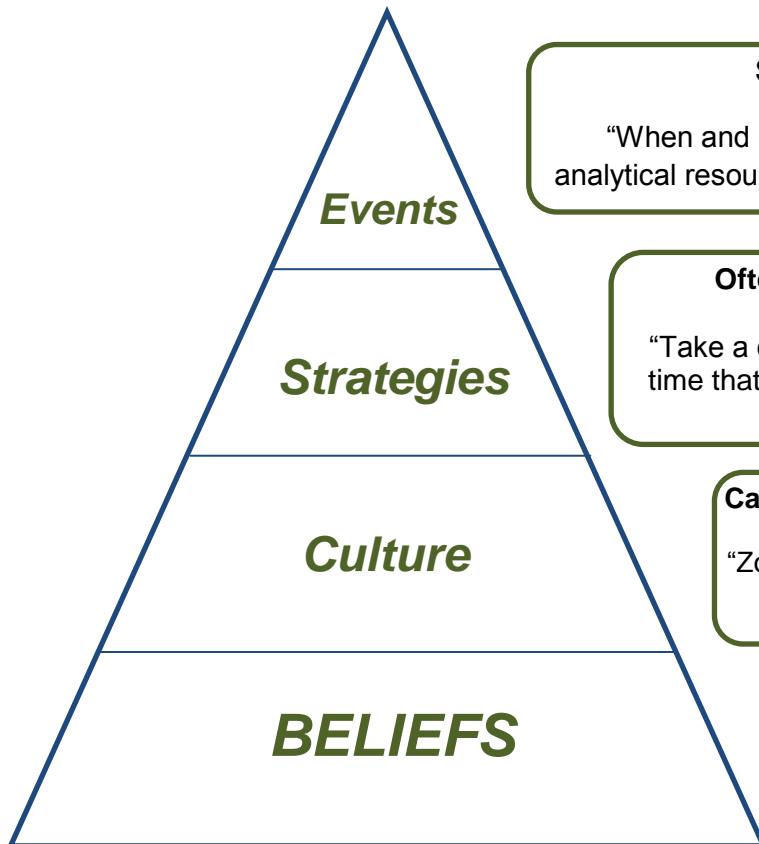
## Positive Attitude, Public Relations, and Success

- We are highly dedicated to the project.
- We work in the spirit of "we will," not "I can't" and never "we won't."
- We enjoy positive humor and eliminate "sniping."
- We measure success on a team scale. We all help tell the story



# Systems Thinker

## The Systems Pyramid



### Situations we see & react to.

“When an event occurs that poses a problem, all the analytical resources of an organization swoop in to fix things.”

### Often developed in response to an event.

“Take a deep breath and try to understand trends over time that have either not been measured or have been ignored.”

### Can either support or sabotage strategies. More powerful.

“Zooms out further, looking for cause-and-effect relationships, with the most important ones often the best-hidden.”

### Undergirds & informs everything above.

“Quietly running the show in organizations”

“When you look at anything or consider anything, look at it as ‘a whole’ as much as you can before you swing on it.”

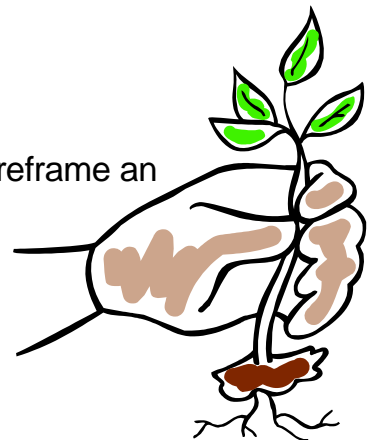
-Robert K. Greenleaf



# Systems Thinker

## How to Recognize a Systems-Thinking Servant Leader

1. Often answers a question with a question.
2. Frequently unwilling to make a snap decision on a major issue until the group looks at “wider ramifications.”
3. Listens carefully, restates the speaker’s ideas and asks for agreement on meaning.
4. Sometimes brings up Peter Senge’s pesky “Laws of Systems Thinking.”
5. Asks about “unintended consequences three or four years down the road” with a faraway look in her eyes.
6. Has been known to change positions on several issues and somehow seemed comfortable doing so.
7. Occasionally makes doodles using funny symbols she calls “reinforcing loops, flows, boundaries, and archetypes” and actually makes sense when she explains what they mean.
8. Sometimes jumps up in a meeting and draws the Systems Pyramid and asks, “Is this a matter of responding to events, patterns, structure-culture, or beliefs?”
9. Uses the word “paradox” in normal conversation.
10. Once talked about learning from a crisis by suggesting we reframe an opportunity using “the ji factor.”





# 1. Comfortable with Complexity

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*“Everything is related and everything is part of a system.”* (p. 138)

- **Systems thinking is more about understanding *relationships* between people, processes, structures, belief systems, and many other factors,** rather than completely understanding every person in your organization or even every individual system.
- **A common response to complexity is to ignore the messiness,** only thinking about my small part of the world and let others worry about the big picture.
- **Servant-leaders are comfortable with complexity,** not because they have all the answers, but because they can live with the remaining questions and trust it is possible to live into new answers as long as they are following the right direction.

## When Executing a Strategy, Servant-Leaders....

1. **Are more likely to ask for ideas** from a more diverse group of people at different levels of the organization.
2. Use all the analytical tools of systems thinking but, **also rely on foresight & intuition to understand unintended consequences.**
3. Develop their bullet-point plans of action like others, **but hold them more lightly** so they can be revisited and modified to incorporate lessons learned along the way.
4. **Consider ethics and the greater good** as they formulate and execute.
5. Understand that **they are not their strategy.**
6. **Ego is not offended** if someone has a better idea.
7. **Model servant leadership** while acting strategically.
8. **Understand that “the means determine the ends”** and they realize they could sabotage a positive outcome by going about it negatively.

## 2. Demonstrating Adaptability

*“A systems-thinking Servant-Leader is adaptable because she knows reality is fluid, and new issues call for new responses.” (p. 141)*

The importance of communicating a shared vision:

- ❖ People will accept midcourse corrections if they understand that each contribute to movement in the right direction, always moving toward the vision.

*“Adaptability is a natural process, in harmony with nature’s forces. Rigid stubbornness is unnatural.” (p. 141)*

*“The intuitively obvious answer is not always the right answer.” (p. 144)*

*“We have a choice in the face of change. Although we cannot always control it, we can control our eventual response to it.” (p. 145)*

*“Vision provides an organization with the stability of moving in the right direction. Strategy helps it get there.” (p. 149)*



CONNECTION

**A servant-leader continues to communicate the relationship between changes and the shared vision. He personally lives the change even while he is honest about his own inner pull to do things the same way for the sake of tradition or harmony or just plain comfort.**



## 2. Demonstrating Adaptability

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### Key Elements to Approaching Change

1. Anticipate and plan for change
2. Constantly communicate information about change
3. Listen with attentive presence, but without believing you can always “fix” another’s anxiety about change.
4. Acknowledge the challenge of change
5. Provide quality training and skill-building in change management
6. Foster a flexible, supportive climate
7. Celebrate milestones along the way
8. Attend to self-care during times of change

## 3. Considering the Greater Good

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*“A servant-leader extends her thinking to include the greater good, the impact her actions will have on individual people, families, and the larger families of community & the natural world.” (p. 151)*



# Questions for Dialogue

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1. Where might we be “zooming in” to quickly analyze a problem and fix it when we might need to “zoom out” in order to see the problem in a larger context? When we “zoom out”, are there patterns or systems existing that we may not have seen before?
2. Are there times in our work when we have “protected turf, resisted new ideas, and focused on short-term hassles” or the “easy fixes” rather than the greater good? What did this look like for you? How or did it affect your entire team?
3. Organizational life can often steer us towards “Events” and “Strategies,” but Sipe and Frick remind us that, “When an event occurs that poses a problem, all the analytical resources of an organization swoop in to fix things. But, if there is no systemic thinking going on, the fix could make things worse.” (p. 134) **Can you think of a time when you or your organization faced a problem and it was exacerbated by an analytical or strategic fix? Or, on the contrary, can you think of an example of a problem that was solved with a systemic approach that considered “Culture” and “Beliefs?”**
4. Sipe and Frick provided concrete behaviors that help identify “Systems-Thinking Servant-Leader[s]” (p. 153). **Think of a leader who you found skilled at leading organizational change; how did they exhibit these behaviors? Which behavior(s) do you find yourself most skilled in? Which behavior(s) do you have the most opportunity for growth?**



# Notes

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# Feedback:

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1. Most valuable for me today was...

2. My suggestions for improvement are...

Thank you for your ideas to help us continue to improve this High Performance Teaming Alignment process.

Name \_\_\_\_\_

SLLC 29 June 2012

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

# Accountability Plan

—Robert K. Greenleaf

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

1.

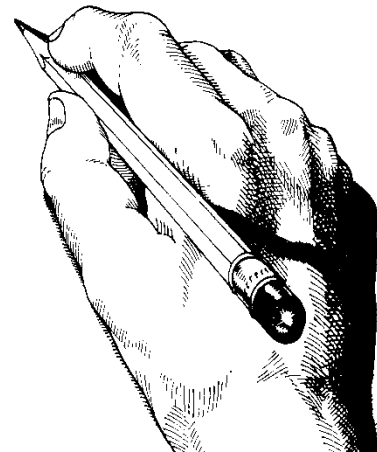
2.

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 \_\_\_\_\_