

Servant Leadership Learning Community

March 28, 2014

Servant Leadership...

“A Catalyst for Global Hope & Reconciliation”

Bridgeway Capital Management & Foundation



Hosted by Dallas County Community College District

Guest Speakers Mike Mulcahy, President & COO of Bridgeway Capital Management & Shannon Sedgwick Davis, CEO of the Bridgeway Foundation

Facilitated by Ann McGee-Cooper & Associates, Inc.



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Servant Leadership Learning Community

Session 1 • March 28, 2014 • 7:30 a.m. – 12 noon

7:30	Continental Breakfast and Networking
8:00	Welcome – DCCCD & AMCA Team
8:05	Participants Check-In (<i>Buiding the Community</i>) - Andrea Tristan, Coordinator, SLLC Please give your name, organization, and length of time participating in SLLC.
8:45	Mike Mulcahy, President & COO of Bridgeway Capital Management & Shannon Sedgwick Davis, CEO of the Bridgeway Foundation “Choosing to Be Different, Choosing to Make a Difference” <i>Mike will share highlights of the investment business and culture and Shannon will share some of the company’s transformation change programs with an emphasis on recent engagement in Africa.</i>
10:00	BREAK
10:20	Q&A with Speakers
10:45	Dialogue Circles to Go Deeper
11:45	Check out, Evaluations, Thank Our Host
12:00	ADJOURN

BILL J PRIEST CAMPUS



In 1989, the Dallas County Community College District and the private sector combined efforts to establish this 150,000 square foot facility to support economic development for the county.

The Bill J. Priest Campus is recognized for our commitment to workforce training & services, small business development and career services. We continue to grow and serve individuals, businesses and impact entire business sectors.

Driving our continuing efforts is our Vision to be the workforce development and business performance improvement leader in Dallas.

Core Values Expressed Through Four Defining Attributes:

INVESTMENT STEWARDSHIP

We put investors first and we take our fiduciary and financial responsibilities very seriously.

COST EFFICIENCY

We maintain a relentless focus on minimizing trade execution costs and overhead. We pursue ongoing efficiencies through continued investment in technology, research, and staff.

COMMITMENT TO PEOPLE

We foster an environment that encourages intellectual freedom, innovation, and a strong commitment from our “Partners” (our staff members).

COMMITMENT TO COMMUNITY

We are committed to transformative change for both our company and the communities in which we work. We donate 50% of our profits to non-profit organizations.

Bridgeway Capital Management (BCM) is a Houston-based investment management firm founded in 1993 by John Montgomery. The Bridgeway Foundation is the private foundation of BCM. From its beginning, Bridgeway has been different in how it has approached the investment business with its servant leadership culture. In many ways, BCM is quite unconventional, yet intentional, in how it serves its investors (e.g. lower costs, minimizing conflicts), commits to Partners (e.g. 7 to 1 salary cap, all staff are owners), and executes what it calls Transformative Change. The Bridgeway Foundation leads the transformative change efforts and is another way that Bridgeway is choosing to be different in how it implements its programs and engages to make a difference.



The Foundation focuses on organizations dedicated to providing programs that—

- Cherish the inherent value of every human life;
- Stop destructive cycles of poverty and violence;
- Protect the beacons of hope in conflict ridden areas where the hope for peace is in danger of being extinguished;
- Provide access to education, health, and economic opportunities;
- Alleviate the pain of people afflicted by racial, political, and economic discrimination; and
- Give hope and comfort to the impoverished, ill and neglected of the world.

Bridgeway Company Profile

MICHAEL D. MULCAHY, CFA



Mike Mulcahy joined Bridgeway in 2002 and is President and Chief Operations Officer of Bridgeway Capital Management, Inc. and President of Bridgeway Funds. He is on the Board of Directors of both companies. Prior to joining Bridgeway in 2002, he held various positions with McKinsey & Company and Compaq/HP.

Mike earned an MBA from Harvard Business School and graduated Summa Cum Laude with a BS in Economics from Texas A&M University. He is a CFA charterholder, and he holds Series 6, 63, and 24 licenses. Mike serves on the board of directors of Genesys Works and Living Water International. He is also on the advisory boards for Texas A&M Finance Council and National Christian Foundation-Houston. He has led or served on several service trips to Honduras and Guatemala to drill water wells and map native tribes in remote mountain regions.

SHANNON SEDGWICK DAVIS

Shannon Sedgwick Davis is CEO of the Bridgeway Foundation, the charitable giving arm of Bridgeway Capital Management, Inc. An attorney, Shannon is a passionate advocate for social justice and International human rights. She is a well-known strategist engaged in promoting peace and ending human atrocities across our globe.

Shannon is a recipient of The Spirit of McMurry award, given annually to one outstanding alumni, as well as Baylor Law School's 2011 Young Lawyer of the year award. Shannon's work has been featured a number of times on radio, television, and through print media.

Shannon previously served as Vice-President of Geneva Global, and Director of Public Affairs at International Justice Mission. She is currently a board member of several organizations within the US and abroad including The Elders, Humanity United, and Toms Shoes.



Dialogue Tips

Dialogue...

A free flow of meaning between people in communication; examining our preconceptions & prejudices, as well as the process of "thinking together" collectively.

—Taken from *On Dialogue* by David Bohm

1. Dialogue is respectful, not combative or loud: regard one another as colleagues. Personal ego is set aside.
2. In dialogue, participants must “suspend” their assumptions, literally hold them “as if suspended before us.”
3. Silence is often used to increase the depth of dialogue.
4. Pay attention to my intentions. Am I willing to be influenced?
5. Balance advocacy with inquiry. “What led you to that view? What do you mean by that view?”
6. Build shared meaning. “When we use the term ‘xxx’ what are we really saying?”



References: *Fifth Discipline*, Peter Senge, and *The Fifth Discipline Fieldbook*, Peter Senge

Guidelines for Facilitating Dialogue

1. Focus on facilitating the process rather than engaging in the topic.
2. Sit in a circle so everyone can make eye contact with all others.
3. Review dialogue skills.
4. Select topic together.
5. Start by asking questions to go deeper.
 - Stay with this until you have a minimum of 8 or 10 good questions.
6. Notice who has not spoken and invite them to share their perspective.
7. Model summarizing. For example: “So I hear you saying that the challenge is conflicting priorities. Does anyone see it differently?”

* Reminder: dialogue is not focused on generating solutions. Its purpose is to practice listening with an open mind and asking generative questions.

*It begins with the natural feeling that one wants
to serve, to serve first.*

—Robert Greenleaf

Action Plan

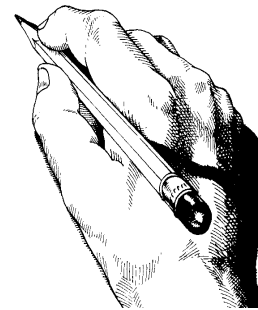
1.

2.

3.

4.

5.



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

Your Action 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 _____