

Servant Leadership Learning Community

October 4, 2013

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.

Logos included in the oval: Celebration, Dallas County Community College District, Coprell Police, Parkland, Tempo, TDIndustries, CPNPP, TexEnergy Solutions, Balfour Beatty Construction, AMCA, PCI Publishing Concepts, Collin County CSCD, and Southwest Airlines.

Hosted by TDIndustries

Facilitated by Maureen Underwood, EVP People, TDIndustries & Ann McGee-Cooper & Associates, Inc.



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Servant Leadership Learning Community

Session 3 • October 4, 2013 • 7:30 a.m. – 12 noon



Honored 16 years as "100 Best Places to Work"

AGENDA

7:30	Continental Breakfast and Networking
8:00	Welcome – TD & AMCA Team
8:05	Participants Check-In - Andrea Tristan, Coordinator, SLLC Please give your name, organization, and length of time participating in SLLC.
8:45	Report from TDIndustries – Maureen Underwood, EVP People Accountability Tools to be a "Great Place to Work"
10:00	BREAK
10:20	Systems Thinking – Ann McGee-Cooper, Ed. D.
11:00	Application on Systems Thinking & Small Dialogue Circles.
11:45	Check out, Evaluations, Thank Our Host
12:00	ADJOURN

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

—Robert Greenleaf

Action Plan

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

1.

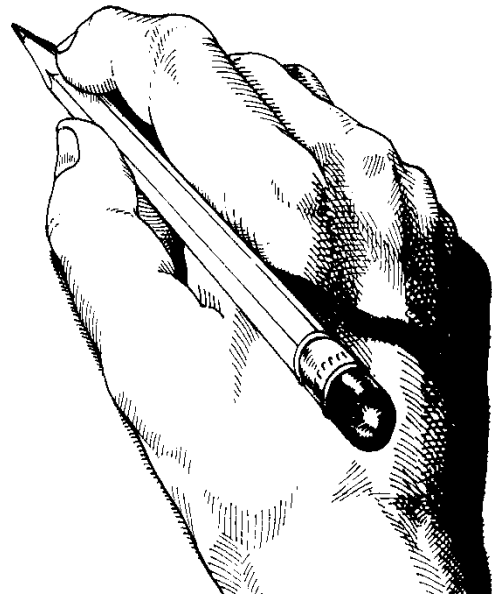
2.

3.

4.

5.

6.



Your 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 _____

*TD Leadership Values

In his book *The Servant as Leader*, Robert Greenleaf successfully expressed our views of how people can and should work together to grow our company. If our organization is to live up to its Basic Values and Mission, a key ingredient will be the Leadership provided by a very large number of us: simply and plainly defined,

1. Leaders are people who have followers. They have earned recognition and respect.
2. Leaders are first a servant of those they lead. They are a teacher, a source of information and knowledge, and a standard setter, more than a giver of directions and a disciplinarian.
3. Leaders see things through the eyes of their followers. They put themselves in others' shoes and help them make their dreams come true.
4. Leaders do not say, "get going." Instead, they say, "Let's go!" and lead the way. They do not walk behind with a whip; they are out in front with a banner.
5. Leaders assume that their followers are working with them. They consider others Partners in the work and see to it that they share in the rewards. They glorify the team spirit!
6. Leaders are people builders. They help those around them to grow because the leader realizes that the more strong people an organization has, the stronger it will be.



7. Leaders do not hold people down, they lift them up. They reach out their hand to help their followers scale the peaks.
8. Leaders have faith in people. They believe in them. They have found that others rise to their expectations.
9. Leaders use their heart as well as their head. After they have looked at the facts with their head, they let their heart take a look too.
10. Leaders keep their eyes on high goals. They are self-starters. They create plans and set them in motion. They are persons of thought and action—both dreamers and doers.
11. Leaders are faced with many hard decisions, including balancing fairness to an individual with fairness to the group. This sometimes requires a "weeding out" of those in the group who, over a period of time, do not measure up to the group needs of dependability, productivity, and safety.
12. Leaders have a sense of humor. They are not stuffed shirts. They can laugh at themselves. They have a humble spirit.
13. Leaders can be lead. They are not interested in having their own way, but in finding the best way. They have an open mind.

*These values came out of the many Lunches at the Lowes' in which Jack Lowe, Sr. met with over 200 Employees over a two-year period to talk about the heart and soul of Texas Distributors.

Using Systems Thinking

To Understand a Business Behavior...Fire Fighting

What is fire fighting? Fire fighting is waiting until problems become crises and demand dramatic action. While there will probably always be unforeseen emergencies, a high-performance team carefully examines the amount of time spent in crisis management vs. taking preventative measures. The best analogy is the process of responding to fires. If a fire department notices an unusually high amount of fires erupting, but never makes time to examine the cause of the fires, they will stay in a reactive mode. Smart fire departments learn from each fire and take corrective action such as using down time to inspect for fire hazards and teaching fire prevention. By becoming proactive less and less fires, injuries, and deaths occur as the community takes more responsibility for prevention.

In Roger Merrell's materials in Stephen Covey's books...fire fighting is a Quadrant One Activity. Fire prevention is a Quadrant Two Activity.

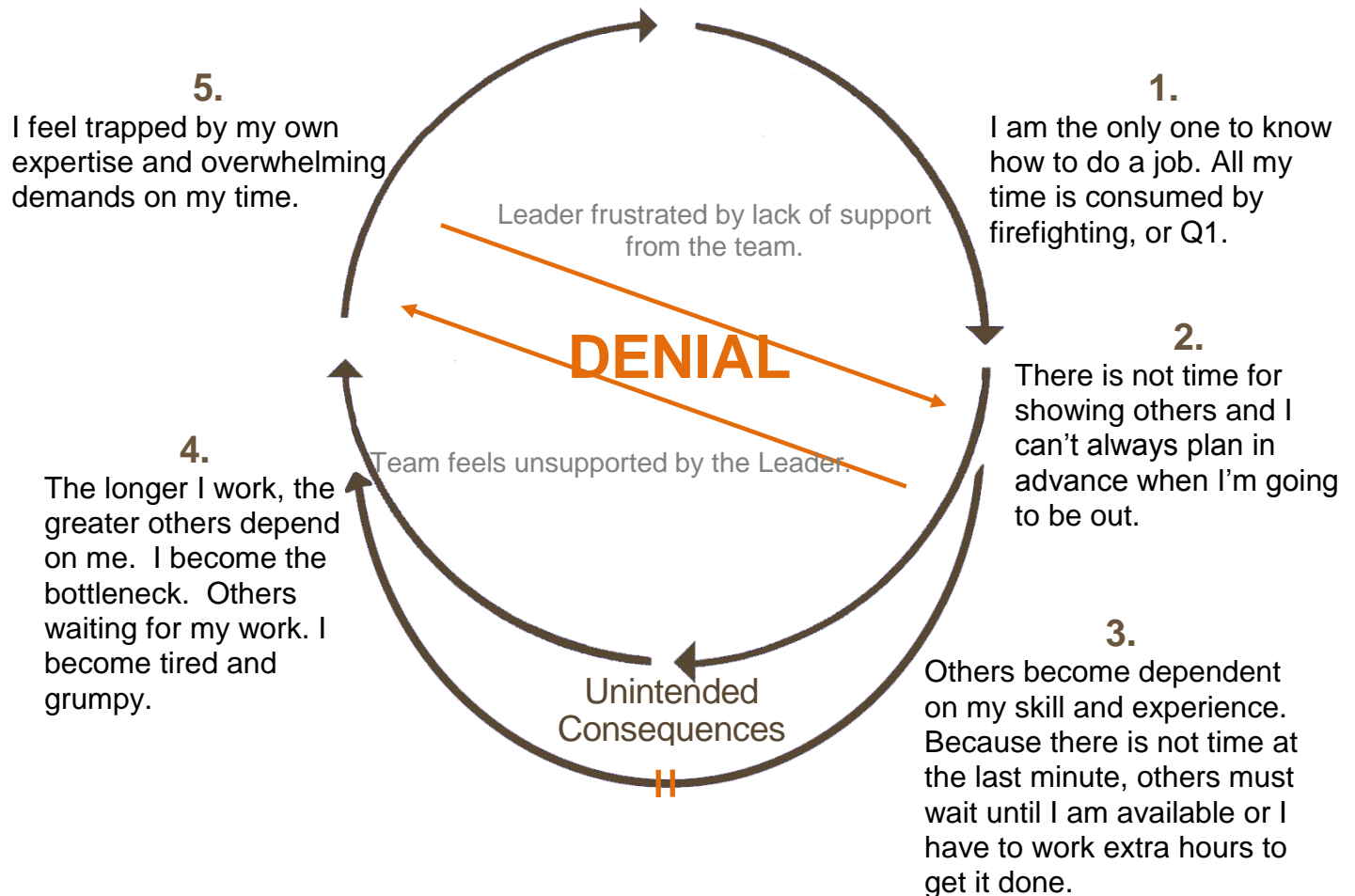
The Time Management Matrix

1	URGENT IMPORTANT	NOT URGENT IMPORTANT	2
ACTIVITIES: <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects • Emphasis on short-term production 		ACTIVITIES: <ul style="list-style-type: none"> • Prevention, production capability activities • Relationship building • Recognizing new opportunities • Planning, recreation 	
3	URGENT NOT IMPORTANT	NOT URGENT NOT IMPORTANT	4
ACTIVITIES: <ul style="list-style-type: none"> • Interruptions, some calls • Some mail, some reports • Some meetings • Proximate, pressing matters • Popular activities 		ACTIVITIES: <ul style="list-style-type: none"> • Trivia, busy work • Some mail • Some phone calls • Time wasters 	

A Systems Thinking Model:

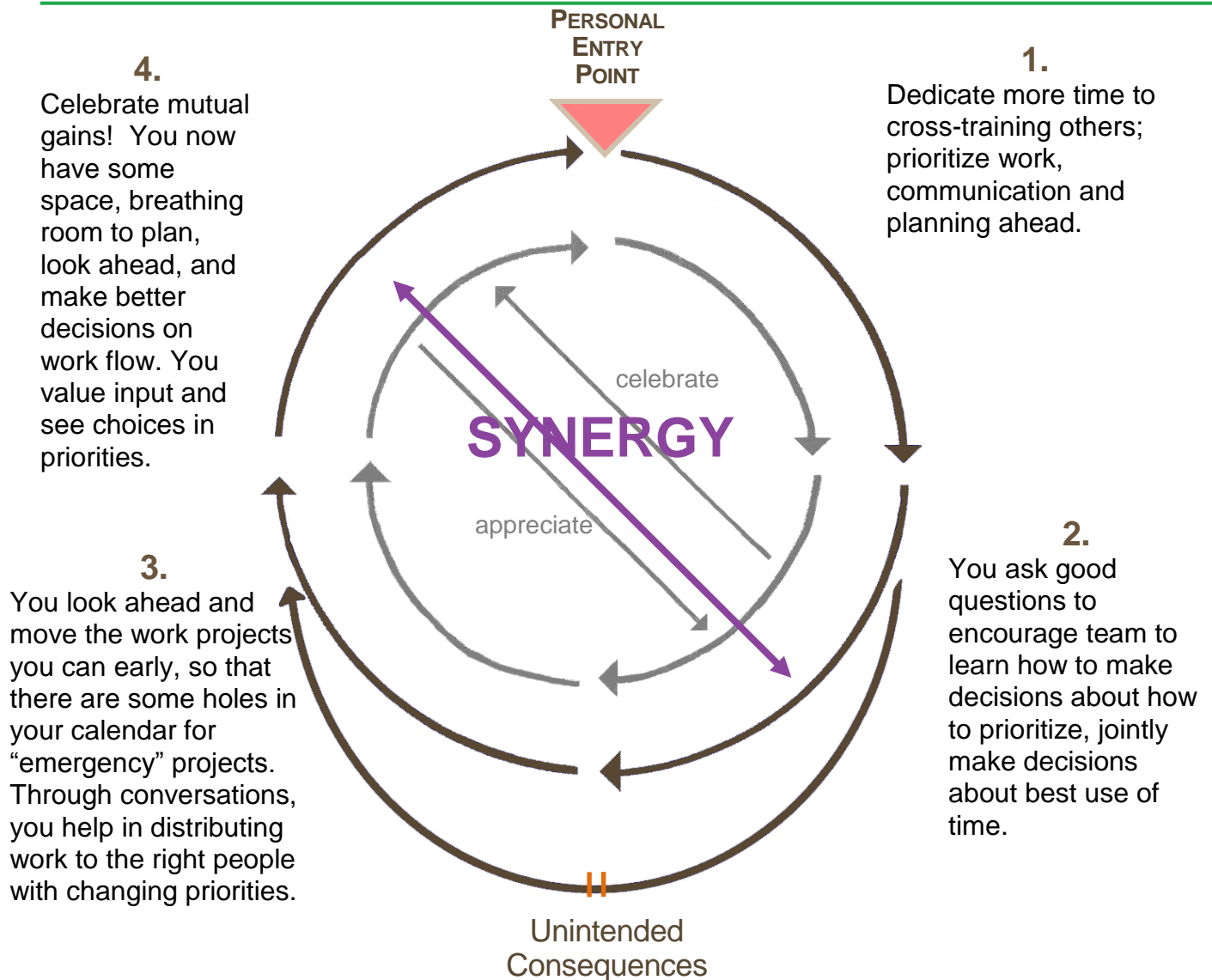
Crisis Management

Reinforcing Loop, which Feeds on Itself.



Questions for Dialogue/Discussion

What are the unintended consequences of fire fighting?



Questions for Dialogue/Discussion

What specific things can we do to get more into Quadrant 2 and spend less time fire fighting?

Action Plan: Estimate percentage of time each day/week spent in last minute crises. Challenge yourself and Team to lessen this percentage through pro-active teaming.

Dorothy and the Copier

(Group activity to apply Systems Thinking)

Dorothy is a project manager for ACE Engineering. Her cubicle is right by the copy machine. Dorothy is well-liked in the office. But over the past year, Partners have noticed she is becoming more grumpy and irritable at times. Also, she is complaining more about not having time to do her work.

Dorothy is a sociable person, and she generally speaks when she sees someone at the copy machine and on other occasions, she even stops her work to chat for a while. Because Dorothy is generally friendly and because she is in such close proximity to the copier, when people have a problem with the copier, she hears them and offers help.

Since she sits close by, when the copier repair people come in, she makes it her business to listen to why jams were caused or symptoms to look for when things go awry. This is really not her job, but it has become her job by default. And in Dorothy's mind, it is easier in the long run just to learn about and help, rather than have to listen to the long conversations outside her cubicle when things go wrong.

As Dorothy is beginning to feel taken advantage of, she has complained that she can't get her work done for having to show people how to release paper jams, restart copy jobs, show how to darken a copy, allow for a photograph, or clear out jobs from computers that have sent jobs to the copier.

Dorothy's boss has repeatedly told her that she isn't responsible for the copier, that it is the receptionist's job. But Dorothy says everything happens when the receptionist is out to lunch. "Besides, she doesn't know how to fix the problems as well as I do, so people come to me first." Dorothy says, "Believe me, I would like to exit myself out of this, but I can't just let someone struggle without help. That isn't in my nature."

Recently, Dorothy had her performance review and she was graded down for taking too long with her work output. She thought this was very unfair. Which did management want her to do, be a servant-leader and help people or ignore people when they asked for help and stay in her cubicle?

