NCSL LEGISLATIVE SUMMIT

PUBLIC SERVICE IN THE SELFIE AGE

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BUILDING THE CAPACITY OF ORGANIZATIONS
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Leadership is not about titles, positions or flowcharts. It is about one life influencing another.

- John C. Maxwell
CREATE A JUST & CARING WORLD

Servant Leadership

Servant Leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.
“It begins with the natural feeling that one wants to serve first. This conscious choice brings one to aspire to lead.”

— Robert K. Greenleaf
Flip the Organization Chart™

Power-reliant Leader
- Commands & Controls
- All about the leader

Employees as TOOLS
Customers as CHALLENGES

SERVANT-LED MODEL
- Inspires & Equips
- All about the people

Employees as RESOURCES
Customers as VALUED ALLIES

Servant Leader
Peter Drucker’s “5” for Leaders

1. WHAT IS THE MISSION?
2. WHO IS THE CUSTOMER?
3. WHAT DOES THE CUSTOMER VALUE?
4. WHAT ARE OUR RESULTS?
5. WHAT IS THE PLAN?
MISSION DRIVEN
"CUSTOMER" CENTRIC LEADERSHIP

- Customer Lifecycle
- Customer Experience
- Customer Value
- Customer Centricity
GREAT LEADERS ARE SERVANT LEADERS

"GREAT LEADERS
find ways to connect with their people and help them fulfill their potential."

— STEVEN J. SIOWELL
SERVANT LEADERSHIP TRANSFORMS PEOPLE IN ALL 3 SECTORS

- Public Sector
  - Community Economic Development
  - Public Sector Nonprofits
- Private Sector
  - Social Economy Businesses
- Civil Society Organizations

Social Economy
SERVANT LEADERS
BUILD RELATIONSHIPS ACROSS GENERATIONS

BIRTH YEAR

1922-1945 Traditionalists, Veterans, Silent Generation
1946-1964 Baby Boomers, The Sandwich Generation
1965-1980 Gen Xers, Generation Xers,
1981-2000 Millennial’s, Gen Y, Nexters
1996- Gen Z
BUILD RELATIONSHIPS...

connect
listen
mirror
identify
respect

rapport
relate
explain
build
SERVANT LEADERS “BUILD” TRUST

- Sincerity
- Consistency
- Competence
- Reliability
- Commitment
- Integrity

TRUST
The Participative Leader
Dr. Suzanne Willis Zoglio

“As leaders shift their focus to customers and quality, they realize that the old authoritarian leadership style does not work anymore. To achieve quality, service, and rapid response, leaders must engage all available talent.”
SERVANT LEADERS HAVE A DIFFERENT POINT OF VIEW

Change your Focus...
“TRUE” Leadership

"True leadership must be for the benefit of the followers, not to enrich the leader."

- John C. C. Maxwell
Servant-Leaders LIFT Others UP

The servant-leader serves others, rather than others serving the leader. Serving others thus comes by helping them to achieve and improve.
Servant First vs. Leader First

“The leader-first and the servant-first are two extreme types.”

“The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served.

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?”

— Robert K. Greenleaf
Servant Leaders vs Autocratic Self-Serving Leaders

- Different motives
- Different preferences
- Different outcomes
- Different orientation
- Different levels of skills
- Different attitudes toward vulnerability
- Different attitudes toward humility
12 Principles of Servant-Leadership

Servant-leaders commit to continual development by following 12 characteristics of servant-leadership

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Growth
10. Building Community
11. Calling
12. Nurturing the Spirit-JOY!
No Bosses: Only Leaders!

The Differences Between a **BOSS** and a **Leader**

**BOSS**
* Drives others
* Inspires fear
* Blames others
* Says "I"
* Knows how it's done
* Depends on authority
* Uses people
* Takes credit
* Commands
* Says, "Go!"

**Leader**
* Coaches others
* Inspires enthusiasm
* Helps to fix it
* Says "We"
* Shows how it's done
* Depends on goodwill
* Develops people
* Gives credit
* Asks
* Says, "Let's go!"
IN A REPRESENTATIVE DEMOCRACY
NO OTHERS NEED APPLY
Dispelling the Myths

1. Servant-leadership is a weak form of leadership.
2. Only “powerful” people can be servant-leaders.
4. Servant-leadership sounds good in theory, but it’s not practical.
5. Servant-leadership is “very all about feelings” and doesn’t add value in dynamic, fast-paced environments.
Nobody said it would be easy.

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

— Jim Rohn
Different Levels of Skill

Servant-Leaders

Servant-leadership requires a higher level of leadership skills and abilities because it takes a lot of (a) interpersonal skills, and (b) positive inner qualities to inspire and influence others.

Autocratic Leaders

Autocratic self-seeking leaders only need two sets of primitive skills to succeed: (a) demonstrate unquestionable loyalty and obedience to their friends/personal cadre of supporters, and (2) use coercive power to enforce obedience and conformity from others.
Continuous Development: Everybody Wins - Everybody Grows

- Helping Others
- Helping Self
"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams
SERVANT LEADERS & POWER

1. REWARD POWER
2. COERCIVE POWER
3. LEGITIMATE POWER
4. EXPERT POWER
5. INFORMATION POWER
6. REFERENT POWER
7. CONNECTION POWER
8. POLITICAL POWER
9. INSPIRATIONAL POWER
10. TRANSFORMATIONAL POWER
Organizations change when people in them change.
IT IS ALL ABOUT YOU

"YOU CANNOT CHANGE THE CIRCUMSTANCES, THE SEASONS, OR THE WIND, BUT YOU CAN CHANGE YOURSELF THAT IS SOMETHING YOU HAVE CHARGE OF"

- JIM ROHN
SERVANT LEADERSHIP IN HEALTHY ORGANIZATIONS...
DISPLAY AUTHENTICITY

Ø OPEN & ACCOUNTABLE
Ø WILLING TO LEARN
Ø HONESTY & INTEGRITY
VALUE PEOPLE

ØSERVE OTHERS FIRST
ØBELIEVE & TRUST IN PEOPLE
ØLISTEN RECEPTIVELY
BUILD COMMUNITY

ØBUILD RELATIONSHIPS
ØWORK COLLABORATIVELY
ØVALUE DIFFERENCES
Provide Leadership

- Envision the future
- Take initiative
- Clarify goals
SHARED LEADERSHIP

SHARE THE VISION
SHARE THE POWER
SHARE THE STATUS

Healthy Organizations...
"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

- Maya Angelou

www.servantleadershipnow.org
SERVANT LEADERS “FLIP” THE SWITCH

Turning Leadership

Upside-down

Control vs. Empower

www.leadertreks.org
YOU CAN'T CHANGE OTHER PEOPLE.
YOU CAN ONLY OFFER GUIDANCE & LEAD BY EXAMPLE.
If serving is below you, leadership is beyond you.
Leadership's not a title.
It's a behavior.
Live it.

Stay in touch

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