Releasing the Energy of Our Space: Working at the Speed of Many

In2:InThinking Network 2009 Forum

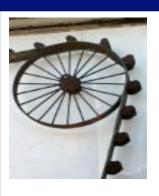
Presented by:

Juan Garza, General Manager Pedernales Electric Cooperative, Inc.

Our Objective

To create a work setting where people are free to exercise judgment in a safe environment.





There is a difference between human work and processing work.

Processing is a mechanistic view of work, where people simply do as they are told, moving something from point A to point B.



Human Work

- Trusting people to exercise their judgment
- Rewarding initiative; even with mistakes
- Recognizing we will learn from mistakes, if people are honest and accountable about them.



Servant Leadership

- Term coined by Robert K. Greenleaf
- An Organizational Philosophy
- A Way of Viewing the World and Ones Relationship to It
- One wants to serve first, then aspires to leadership.
- A Perspective; A Way of Being



Servant Leadership: In Business

- One-third of Fortune's Best 100 companies to work for in America are "servant-leadership" companies
- Fortune magazines' list of the top 100 companies to work for, more than 20 have sought guidance from the Greenleaf Center for Servant Leadership



Servant Leadership: In Business

- In 2001 Fortune magazine's listing of top 100 best companies to work for in America:
 - Four of top ten follow principles of Servant-Leadership
 - The Container Store (#1)
 - Southwest Airlines (#4)
 - TDI Industries (#6)
 - Synovus Financial (#8)
- Each provide inspiring work environment and is recognized as leader in its industry



Servant Leadership Concepts

- Servant First
- First Among Equals
- Fully Servant, Fully Leader
- Goal: To Create a More Caring and Just Society



Servant Leadership Concepts

- Fundamentally relational & holistic
- Grounded in humility
- Based in service
- Driven by vision
- Sustained by attention
- Preserved by honesty



Servant Core

- Honesty with self and others
- Humility
- Self-discovery and awareness
- Desire to serve others
- Spiritual growth & psychological development



Servant Leadership: Competencies

- Envisioning
- Leading by facilitating and modeling
- Building community
- Emotional intelligence
- Encouraging spiritual/psychological development of others
- Intuitive, holistic thinking



Followership Effects

Manifestation within those served of:

- Servant core
- Servant-leadership competencies



Organizational Outcomes

- Mission-based, value-driven organizations
- Creativity and innovation
- Commitment to service, internally and externally
- Respect for employees, employee loyalty, and celebration of diversity
- Those touched by the organization are served, not used or exploited



Ten Principles of Servant Leadership

Listening

- Deep commitment to listening intently to others
- Listening to what is being said (and not said)
- Getting in touch with ones inner voice
- Seeking to understand what ones body, spirit, and mind are communicating.



Empathy

- Accepting and recognizing people for their special and unique spirit.
- Assuming the good intentions of coworkers
- Not rejecting people, even when forced to reject their behavior or performance.



Healing

- Learning to heal is a powerful force for transformation and integration.
- One of the great strengths of servantleadership is the potential for healing ones self and others.



Awareness

- General awareness, and especially selfawareness, strengthens the servant-leader.
- Understanding that seeking awareness can be disturbing; so becoming secure in the journey.



Persuasion

- Persuasion is one of the clearest distinctions between authoritarian model and servantleadership.
- Relying on persuasion, rather than positional authority in making decisions.
- Convincing others, rather than coercing compliance.
- Buliding consensus within groups, effectively.



Conceptualization

Thinking beyond day-to-day realities to look at a problem (or an organization) from a conceptualizing perspective



Foresight

- Understanding lessons from the past, the realities of the present, and the likely consequence of a decision in the future.
- Deeply rooted in the intuitive mind.



Stewardship

The significant role of holding institutions in trust for the great good of society.



Commitment to the Growth of People

- Believing that people have an intrinsic value beyond their tangible contributions as workers.
- Deeply committed to the personal, professional, and spiritual growth of each and every individual within the organization.



Building Community

Seeking to identify a means for building community among those who work within a given institution.



The Traditional Boss vs. Servant-Leader

Traditional Boss

- Personal drive to achieve power
- Focus on fast action
- Controls Information to maintain power
- Spends more time telling and giving orders than listening
- Accountability = assigning blame
- Uses sarcasm as humor
- Derives sense of confidence and worth from building own talents

Servant-Leader

- Desire to serve others
- Gain understanding & buy-in
- Shares big-picture information and coaches by sharing context
- Listens deeply & respectfully, especially to different views
- Accountability = safe
 environment
- Humor to lift up others & learn
- Derives sense of fulfillment from mentoring, coaching & growing



Thank you

Juan.Garza@peci.com

1-888-554-4732