

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

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# Our Objective

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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

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- 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

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- 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

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- 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

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- 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

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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

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- 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

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- 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

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

# Awareness

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

# Persuasion

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

# Conceptualization

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

# Foresight

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- 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

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

# Commitment to the Growth of People

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- 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

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



# The Traditional Boss vs. Servant-Leader

| Traditional Boss  | Servant-Leader  |
|---|---|
| • Personal drive to achieve power                                 | • Desire to serve others  |
| • Focus on fast action  | • Gain understanding & buy-in                                     |
| • Controls Information to maintain power                          | • Shares big-picture information and coaches by sharing context   |
| • Spends more time telling and giving orders than listening       | • Listens deeply & respectfully, especially to different views    |
| • Accountability = assigning blame                                | • Accountability = safe environment                               |
| • Uses sarcasm as humor   | • Humor to lift up others & learn                                 |
| • Derives sense of confidence and worth from building own talents | • Derives sense of fulfillment from mentoring, coaching & growing |

*Thank you*

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