



SELFLESS LEADERSHIP

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Tuesday, 16 July 2019 2:45 PM – 3:45 PM

CONFLICTS OF INTEREST

None

LEARNING OBJECTIVES

1. Understand how humility and selflessness relates to essential personal and interpersonal knowledge and skills, especially those of social awareness.
2. Experiment with applications of selfless leadership.
3. Adapt essential knowledge and skills in their own environments.

SERVANT LEADERSHIP

Servant leaders put needs and interests of others above their own interests

“Do those served grow as persons?”

“Were people better or worse off because the leader was there?”

Hannay, M., & Fretwell, C. (2010). Who will be a servant leader? Those with high emotional intelligence please step forward.
In Academic and Business Research Institute Conference-2010, Las Vegas, NV.

SERVANT

Overriding focus is concern for the followers.

TRANSFORMATIONAL

Overriding focus is concern for followers to engage/support organizational objectives.

Employees do better
(valuable resource)



Organization (naturally)
does better

Hannay, M., & Fretwell, C. (2010). Who will be a servant leader? Those with high emotional intelligence please step forward.
In *Academic and Business Research Institute Conference-2010, Las Vegas, NV.*

STEPPING UP

Best leaders may actually surface during difficult times / crisis, and will step into leadership roles if asked.

Thus, the issue may be, true servant leaders are just not asked.

They may not actively pursue a role on their own.

McConnell, C. R. (2017). Accepting Leadership Responsibility: Preparing Yourself to Lead Honestly, Humanely, and Effectively. *The health care manager*, 36(3), 247-260.

PRACTICAL LEADERSHIP ADVICE

- Don't tell, show them
- Single manager's influence can be significant, for good or ill
- Remain visible and available
- Practice proper delegation
- Use deadlines and follow-up
- Lead to serve, not to be served

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HUMILITY

Prime and Salib studied Importance of humility in management and the creation of an inclusive workplace

- Humility is one of four key leadership factors
- *“It takes tremendous courage to practice humility. Yet regrettably, this sort of courage isn’t always rewarded in organizations”*

Prime, J., & Salib, E. (2014). The best leaders are humble leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2014/05/the-best-leadersare-humble-leaders>

Prime, J., & Salib, E. R. (2014). Inclusive leadership: The view from six countries. *Catalyst*, 120.

IMPACT ON WORKPLACE

Managers displaying altruistic or selfless behaviors is key for an inclusive and innovative workplace, characterized by the following behaviors

- Acts of humility
- Empowering followers to learn and develop
- Acts of courage
- Holding employees responsible for results

Prime, J., & Salib, E. (2014). The best leaders are humble leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2014/05/the-best-leadersare-humble-leaders>

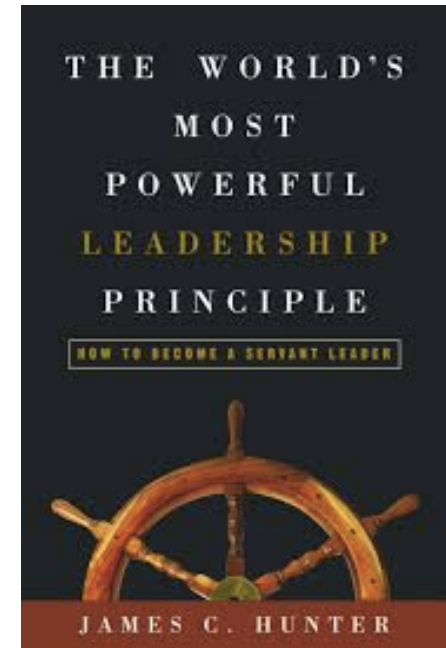
Prime, J., & Salib, E. R. (2014). Inclusive leadership: The view from six countries. *Catalyst*, 120.

ANOTHER LEADERSHIP DEFINITION

The skills of influencing people to enthusiastically work toward goals identified as being for the common good, with character that inspires confidence.

Patient, kind, humble, respectful,
selfless, forgiving, honest, committed

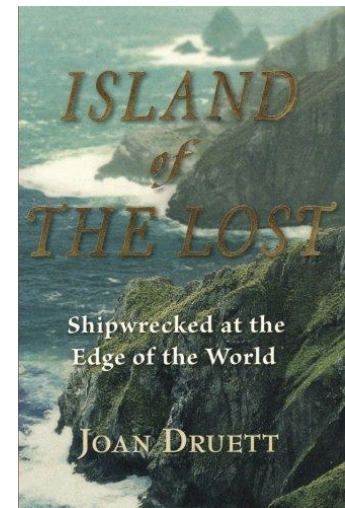
Hunter, J. C. (2004). *The world's most powerful leadership principle: How to become a servant leader*. Crown Business.



(PSEUDO) RANDOMIZED TRIAL

Two shipwrecks, 20 miles apart, 4 months apart, Auckland Islands (1864)

- Pseudo-randomized trial on leadership styles
 - Captain Dalgarno, *The Invercauld*
 - Captain Musgrave, *The Grafton*
- Demonstrated that selfless leadership allows for adaptability in a challenging environment.



Druett, J. *Island of the Lost: Shipwrecked at the Edge of the World*. Algonquin Books, Chapel Hill, NC; 2007. ;
Wood, D. E. (2014). Take it to the limit. *The Annals of thoracic surgery*, 98(6), 1893-1901.

SELFLESS LEADERS

Emphasize trust, empathy, and the capacity to listen and to relate to others.

Express tolerance combined with integrity and confidence.

Requires courage to be both vulnerable and connected to others.

Requires humility to accept mutual dependence and an acknowledgement of one's own weaknesses and vulnerabilities

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American Association of Physicists In Medicine “Leadership Tuesday” Session 4: Selfless Servant Leadership

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Icebreaker

Table discussion:

Who is the best leader you've ever seen?
Why?

From Session 1: The Recommendation to Harden Your Soft Skills



Enterprise
Vision



Intellectual
Curiosity



Selflessness*



Courage*



Humility*



Empathy



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Selflessness



Selflessness

- 21st century demands servant leadership...selflessness is the essence of servant leadership.
- You place yourself last – or at least behind everyone and everything in your organization.
- The best leaders are last in line for any “good deals” – “leaders eat last” is a descriptive mantra for this -- but here is what some folks miss: the best leaders are also FIRST in line for the bad deals. (Bosnia...tent, shower, vaccine)
- Selflessness means you must make decisions based on what is good for the organization...not necessarily what is good for you.
- It also means you seek every opportunity to help a peer.



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Selflessness and Selfless Servant Leadership
come naturally where *professionals* operate
in accordance with a
professional ethic.



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Are we a profession? What professions do...

- Provide a ***vital service*** to society which society cannot provide for itself – but must have to flourish.
- Maintain and work with ***expert/abstract knowledge developed into human expertise***...not routine or repetitive work...requires years of study and experiential learning. Professions create and expand this expert knowledge, and ensure rising generations in the profession maintain their expertise.
- Earn and maintain ***the trust of their constituents/society*** by the effective and ethical application of their expertise.
- Has incorporated an ethic as a means of ***internal social control***. Professional ethics develops the most powerful means of controlling individual behavior in large groups functioning under ambiguous conditions.
- Because of the earned trust and the acknowledged internal control, professions are granted ***relative autonomy*** in the application of their expertise.



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Professional Ethic

- Imbuing a professional ethic
 - You are blessed to lead – and therefore also be the stewards of – a true profession.
 - Professions are comprised of people with unique expert knowledge who have the trust of those with whom their profession is practiced.
 - **Stewards of professions** know that if trust is lost, they are no longer professionals.
 - The understanding of the components of professional behavior is absolutely key and critical in developing leaders who are stewards and sustaining the profession.



Profession

vs.

Bureaucracy

Expert knowledge	→	Non-expert knowledge
Accepts life-long learning	→	"You develop me"
New situations	→	Routine situations
"Practice" by human beings	→	"Work" done by all
Unlimited personal liability	→	Little personal liability
Invests in humans first	→	SOPs; HOPs; soft/hard ware
Measure – effectiveness	→	Efficiency
Trust relationship w/client	→	Public market
Granted autonomy	→	Closely supervised
Develops worldview	→	None inherent
Maintain ethos, self-policed	→	Externally imposed
Intrinsic motivations	→	Extrinsic motivations
As stewards, grow the next generation	→	Hires replacements
A life-long "calling"	→	A job



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Relevance to the Profession

Jennifer and Jim



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Tips and techniques for exercising selflessness and servant leadership.



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Reflexive Humility

- Builds trust and establishes professional reputation; prove you are not superior to others; prove you have empathy for those with whom you interact.
- Minimize stories about yourself.
- Take the shot.
- Be the anonymous hero.
- Be quick to compliment.
- Gut check: how do you treat those who have no impact on your success?
- Place your peers above yourself.



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Be the Courageous Friction Reducer

- Coach, encourage, take a shot at the “RA2 Drill” (described) or at least a set of terms of reference.
- Deny bystander mentality; ask questions; discover/uncover misunderstanding or garbled instructions or intent.
- Establish/be the keeper of a “rumor mill” or manage “rumor intelligence.”
- Regarding friction, act with prejudice (assume there is friction even if there is the slightest indicator).
- Take first shot at fractured relationship repair; then raise issue and get help if you cannot resolve.



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Be a “Professional Listener”

- Listen to understand, do not listen to respond.
- Listen with empathy:
 - Listen and Confirm, then Act.
 - If uncertain, ask, “What is your desired outcome? If you were the boss, what would you want to have happen?”
- You may be faced with ignorant, uninformed, or professionally lazy entities pushing information to the boss. Politely and professionally force them to explain/support the information:
 - “What makes you say that?” and “What is your source?”
 - “Well, okay, let’s play that out...keep talking...” (have them walk to you an outcome)



Assign a Guardrail and Moral Agent

- Foundation is your own exceptional personal behavior.
- Guardrail:
 - A special status of trust and expected candor;
 - Allowed (required) to tell the boss when she/he is doing something wrong, inappropriate, or that which had or could have a negative effect on the organization or himself.
- Moral Agent:
 - Widely used term for the same role.
 - One who is capable and feels responsible to acting rationally with reference to right and wrong.
- “Guardrail” may be a more acceptable term; consider requesting this status with your boss.



**Selflessness is a reservoir, drained daily by your environment.
Find ways to refill it.**



Practical Exercise:

What are other ways to show selflessness and exhibit servant leadership in our workplace?

How can we reward and reinforce such behavior?



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Closing thoughts from leadership “scar tissue.”



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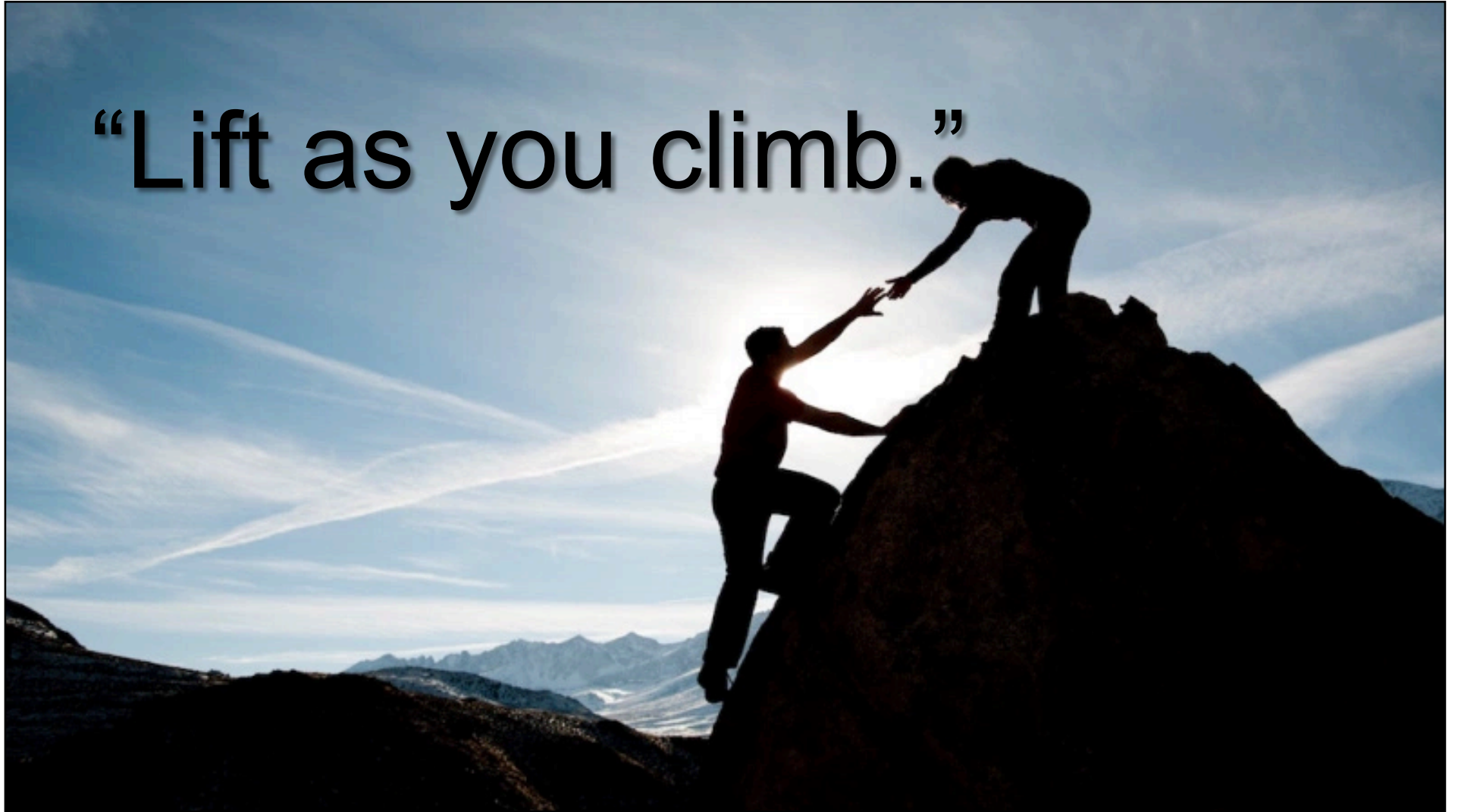
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“The best I’ve
ever seen...”

“The Best I’ve Seen”

- Saw the **bigger picture** / larger purpose
- Knew systems and processes well, but were not slaves to them and drove **improvements**
- Were **comfortable** – in fact, almost enjoyed – **chaotic and ambiguous environments**
- Accepted a **change in direction** positively and effectively
- Operated at the top levels of the “**knowledge pyramid**” and enabled decision making
- Displayed no sense of entitlement or of being owed something; always **deflected praise**
- **Sought personal advice** about their place in the profession but never indicated title or position were the focus of desire
- Had a very strong **positive reputation** among their peers based on never failing to help one in need

“Lift as you climb.”



AAA-0

(Anything, Anytime, Anywhere, Bar Nothing)

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