

American Association of Physicians In Medicine
 "Leadership Tuesday"
 Session 4: Selfless Servant Leadership

Tony Cucolo, Jennifer Johnson and Jim Goodwin
 Summer 2019



Icebreaker

Table discussion:

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

From Session 1: The Recommendation to Harden Your Soft Skills





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.



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



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.



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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)



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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.



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Practical Exercise:

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

How can we reward and reinforce such behavior?



Closing thoughts from leadership “scar tissue.”



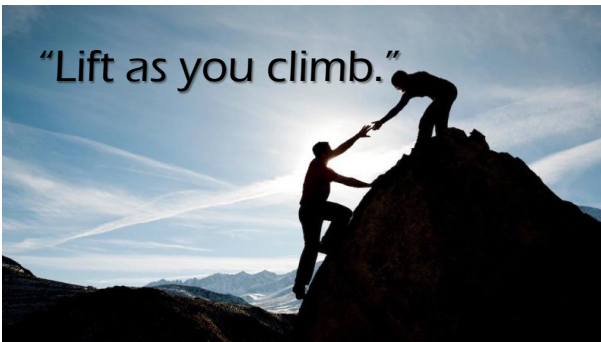
“The best I’ve
ever seen...”

“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.”



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(Anything, Anytime, Anywhere, Bar Nothing)

tony@tonycucolo.net

512-322-3726 office

571-594-0053 cell

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