MANAGING TEAM MEMBERS WITH SERVANT LEADERSHIP

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2018 Project Management Symposium
• Introduction

• The Happy Carpenter

• Servant Leadership Principles

• Truth, Perception, and Deception
“…If you can find people who are fun, friendly, caring and love helping others, you are onto a winner.”

Richard Branson, Founder Virgin Group

“…My biggest mistake when hiring is probably weighing too much on someone’s talent and not someone’s personality. I think it matters whether someone has a good heart.

Elon Musk, Founder SpaceX; Tesla, Open AI, Zip2, PayPal.
THE HAPPY CARPENTER

- Wants to Influence & Make a Difference, Especially with Customer
- Confident & Takes Pride in Their Work Products
- Driven to Achieve & Be Recognized
- Passionate
- Is Independent But Enjoys Working On a Team
- Paid Fairly

Summarization of 75 years of motivation and morale building studies.
WHAT IS PAID FAIRLY?

- Ratio of Large Company CEO’s Pay: Average Worker Pay\(^1\)
  - 1965 – 20:1
  - 1978 – 30:1
  - 1995 – 123:1
  - 2013 – 296:1
  - Today – 300:1

- Between 1978-2013 CEO Pay climbed 937\(^1\)
- Between 1978-2013 Typical Worker pay climbed 10\(^1\)
- 2016: Aetna’s Top 5 executives were compensated $49.5M (75% of compensation was from equity (stock ownership)) \(^2\)

“...The only social responsibility of business is to use its resources and engage in activities designed to **increase its profits** ...without **deception or fraud**...”

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2. Salary.com/AETNA-INC-Executive Salaries

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Milton Friedman (1970), 1976 Nobel Memorial Prize Winner in Economic Sciences
“.... What makes an organization or business successful are core values, qualities of character, vision, purpose, camaraderie, and joy. Professional skills can be outsourced.”

Deepak Chopra, MD, Founder of Chopra Foundation
WHAT IS 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.
ORGANIZATION CHART FOR SERVANT LEADERS.  

1. The Inverted Org Chart: Putting Employees at the Top  
by Bryan Rusche August 3, 2016
ICEBERG OF IGNORANCE

2. Adapted from the work of Sydney Yoshida
SEVEN PILLARS OF SERVANT LEADERSHIP

I. Person of Character
II. Puts People First
III. Skilled Communicator
IV. Compassionate Collaborator
V. Has Foresight
VI. Systems Thinker
VII. Leads with Moral Authority

Based on James W. Sipe and Don M. Frick. Seven Pillars of Servant Leadership; Practicing the Wisdom of Leading by Serving, 2015, Paulist Press
WHAT IS TRUTH?

TRUTH
Everyone Needs Healthcare
PERSPECTIVE BRINGS PERSONAL MEANING TO TRUTH…

PERSPECTIVE

TRUTH

Everyone Needs Healthcare

Everyone is ENTITLED to Healthcare

Nobody Should be FORCED to pay for Health Insurance
TRUTH

….BUT DECEPTION IS ALWAYS DECEPTION

DECEPTION

Hate/Anger

Power for Power

Isolation

Honesty

Collaboration

We

Power to Improve the Common Good

Me

Community/Customers/ Employees

Stockholders/ Personal Gain

Accountability

Impunity/Immunity

PERSPECTIVE

Peace/Respect

Lie/Manipulation

PROJECT MANAGEMENT EXPERTS
WE’RE ALWAYS WELCOME BACK!

DECEPTION

Chuck Colson 1970

7 months in Prison

PERSPECTIVE

TRUTH

Chuck Colson 1976

Chuck Colson 1970

How can we, as a society, do what’s right even in the face of powerful temptations and incentives to do what’s wrong?
WHAT IS SUCCESS TO A SERVANT LEADER?

• Success ≠ Money!!

• Success is the degree to which an organization and/or a leader has a positive, healthy impact on their stakeholder community.

• Money is a possible side effect.

“…Where there is no work there is no dignity…men and women have to be the center of an economic system as God wants, not money.”

Pope Francis
SERVE AND LEAD YOUR TEAM..DON’T JUST MANAGE THEM!

1. Start recognizing and rewarding passion, commitment, teamwork, customer service…. not just project success.

2. Look to hire (or acquire) team members that have demonstrated “great team member traits”. Recruit team members with positive attitudes first and technical skills second.

3. Seek to understand the whole person not just the “worker.” Get to know your team members on a personal level and work to respect their personal situations.

4. Organizations must resist offering financial incentives thinking it will result in improved performance. Pay fairly and money becomes less of an issue.

5. **Practice Servant Leadership**
FINAL THOUGHTS!

- Servant Leadership is very difficult in Theory X environments.
- Servant Leadership may be wrongly interpreted as “lack of leadership.”
- Practice selective “pillars”.
- Beware of personality disorders.
- Servant Leadership is a journey, not a destination.
- READ AND LEARN MORE!!