

Anyone Could Lead Perfect People

*Tennessee Association
~ of ~
Professional Surveyors*

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Presented by
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Biography of Gary R. Kent

Gary Kent is Integrated Services Director for The Schneider Corporation, a land surveying, GIS and consulting engineering firm based in Indianapolis and with offices in North Carolina, Texas and Iowa. He is in his 35th year with the firm and his responsibilities include account and project management, safety, corporate culture, training, coaching and mentoring members of the surveying staff, and advising the GIS Department on surveying matters.

Gary is a graduate of Purdue University with a degree in Land Surveying; he is registered to practice as a professional surveyor in Indiana and Michigan. He has been chair of the committee on ALTA/NSPS Standards for NSPS since 1995 and is the liaison to NSPS for the American Land Title Association. He is also past-president of the American Congress on Surveying and Mapping and a twice past president the Indiana Society of Professional Land Surveyors.

A member of the adjunct faculty for Purdue University from 1999-2006, Gary taught Boundary Law, Legal Descriptions, Property Surveying and Land Survey Systems and was awarded “*Outstanding Associate Faculty*” and “*Excellence in Teaching*” awards for his efforts. Gary is on the faculty of GeoLearn (www.geo-learn.com), an online provider of continuing education and training for surveyors and other geospatial professionals. He is also an instructor for the International Right of Way Association.

Gary has served on the Indiana State Board of Registration for Professional Surveyors since 2004 and is currently chairman. He is frequently called as an expert witness in cases involving boundaries, easements and land surveying practice. Gary regularly presents programs across the country on surveying and title topics, and he also writes a column for *The American Surveyor* magazine.

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“Anyone could lead perfect people - if there were any ... Many otherwise able people are disqualified to lead because they cannot work with and through the [imperfect] people, who are all there are.” From The Servant as Leader by Robert K. Greenleaf

What makes a Business Successful?

- Appropriate Leadership
- A Sense of Community

The Power Model of Leadership

- The problem with this model is not power itself, but how it is exercised
- Is it taken and exercised on behalf of those being lead, or merely to retain and get more of it?

Machiavelli's The Prince

- “A wise prince ought, while he has the chance, to foment some enmity so that by suppressing it, he will augment his greatness.”

Servant Leadership Model

- ‘Leading with a servant’s heart’
- Companies that practice it...
 - The Men’s Wearhouse
 - The Container Store
 - United Telecom
 - The Toro Corporation
 - Starbucks
 - Southwest Airlines
- *The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves.* The Reverend Dr. J. Carla Northcutt

- The Schneider Corporation – Servant Leadership Defined

We believe that Servant-Leadership is a journey, not a destination.

A Servant Leader's position as a leader is founded on being a servant first. Servant Leaders are responsible for helping grow every person with whom they interact along their journey. This is accomplished by:

- *Setting the example for others to follow*
- *Listening first, to understand - then acting decisively*
- *Accepting the imperfect nature of people and respecting their diversity*
- *Holding people accountable, starting with one's self*
- *Having foresight - planning for the future*

Servant-Leadership is the result of the collective deeds and works of solitary individuals who care about others. It is not the work of the organization, yet the organization values and nurtures it. When the opportunity arises, every individual has the ability, and responsibility, to lead.

- *We must be silent before we can listen. We must listen before we can learn. We must learn before we can prepare. We must prepare before we can serve. We must serve before we can lead. From Leadership ...with a Human Touch by William Arthur Ward*
- *“...to the worldly, servant-leaders may seem naïve ... Servant-Leaders may stand alone, largely without the support of their culture, as a saving remnant of those who care for both persons and institutions, and who are determined to make their caring count – wherever they are involved.” From The Servant as Leader by Robert K. Greenleaf*
- *“Southwest has learned that when employees are trusted to apply a little common sense and ingenuity to a problem, several things happen. First, they come up with far better solutions than the company could have dreamed of mandating. Second, they can quickly respond to customers' demands. Finally, they can direct their energies toward seizing unique market opportunities when time is critical.” From Nuts – Southwest Airlines' Crazy Receipt for Business and Personal Success by Herb Kelleher*
- *It is almost a foregone conclusion that somebody inside the organization already has a solution – and in many cases, they are already using it! But if the culture of the organization is such that employees are expected to toe the line and follow exacting rules, you'll never know it ... they will not feel empowered enough and safe enough and trusted enough and valued enough to offer up their solutions on their own. From Finding our Way – Leadership in Uncertain Times by Margaret J. Wheatley*
- *The measure of a great leader - “Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” From The Servant as Leader by Robert K. Greenleaf*

- *Employees are number one. The way you treat your employees is the way they will treat your customers.* From Nuts – Southwest Airlines’ Crazy Receipt for Business and Personal Success by Herb Kelleher
- Leaders...
 - Should see leadership as a call to service
 - Will frequently be called upon to make decisions without all of the necessary information
 - Must often make decisions that are in conflict with some peoples’ interests, but with the larger benefit of the group in mind
- **Accountability** means choosing to answer for what one commits to accomplish. Accountability differs from responsibility. Responsibility encompasses roles and job descriptions. Leaders usually delegate some of their responsibilities to others... [But] both the delegator and delegatee need to mutually commit to accountability... Integrity is essential to true accountability. From The Four Powers of Leadership by David Kyle
- “The forces for good and evil in the world are propelled by the thoughts, attitudes, and actions of individuals... Some individuals are born of inspiration and shape our values that affect the quality of our civilization in the future... Perhaps only a few receive this inspiration and the rest will learn from them...” “Great ideas go to waste unless someone is inspired to lead and accept the risk of failure as well as the chance of success ... Leading by providing ideas and structure, for all to follow, for he trusts those who go with him on the path of uncertainty and danger.” From The Servant as Leader by Robert K. Greenleaf
- *In organizations, you get to know people, you learn to respect them, you become friends with them, in some cases you even learn to love them. And one of the harshest realities of business is that sometimes you have to fire those same people. How that is done; however, is the key.* From Love and Profit by James Autrey
- *The failure or refusal of leaders to exercise **foresight** is an ethical failure.* Robert K. Greenleaf
- *“Deal with difficulties while they are still easy; handle the great while it is still small.”* From The Tao Te Ching by Lao Tzu
- *How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and the strong. Because some day, you will have been all of these.* George Washington Carver
- *Not much happens without a dream. And for something great to happen, there must be a great dream. Behind every great achievement is a dreamer of great dreams. Much more than a dreamer is required to bring it to reality; but the dream must be there first.* Robert K. Greenleaf

- *The culture is responsible for the results. Not the rules and policies – the culture that the leadership promotes and demonstrates.* Colleen Barrett, retired President Southwest Airlines
- *Make the vision the boss.* Herb Kelleher
- *It is better to conquer yourself, than to win a thousand battles.* Buddhist proverb
- The importance of self-awareness – The Four Agreements by Don Miguel Ruiz
 - Be impeccable in your word
 - Don't take anything personally
 - Don't make assumptions
 - Always do your best
- *When the best leader's work is done the people say, "We did it ourselves."* From The Tao Te Ching by Lao Tzu
- *"Quality is about the human spirit."* W. Edwards Deming
- *"In human communities, the conditions of freedom and connectedness are kept vibrant by focusing on what's going on in the heart of the community rather than being fixated on the ... rules of the community."* Margaret Wheatley
- *Today, so many communities and the institutions that serve them are lost because they lack clarity about why they are together. Few schools know what the community wants of them – to prepare kids for college? To give them life skills? To teach them a trade? To help them appreciate and cope with life? Which is it? All of them? That's a challenge.* From Margaret Wheatley
- *The primary task of being a leader is to make sure that the organization knows itself.* Mort Meyerson, former chairman, Perot Systems
- *If conformity is the goal, it will kill initiative. The price we pay for obedience is that we forfeit vitality and creativity.* Margaret Wheatley
- Change. Two simple truths...
 - We cannot force anybody to change, and
 - No two people see the world the same way.
- *"We're under so much stress that all we do is look around the organization to find somebody we can shoot."* Health care executive commenting on when things go wrong

- Old Organizational Change Strategy
 1. Assign a manager
 2. Set a goal that is bigger and better
 3. Define the direct outcomes
 4. Determine the measures
 5. Dissect the problem
 6. Redesign the machine
 7. Implement the adaptation
 8. Test the results
 9. Assign the blame

- The Four Core Principles of Change, from Margaret Wheatley
 1. Participation is not a choice
 2. People react to directives, they do not ‘obey’ them
 3. No one really sees reality; we each create our own interpretation of what’s real
 4. To create better health in a living system, connect it to more of itself [create community]

Conclusion

People willingly share if they feel committed to an organization. If they believe their leaders are worth supporting, and if they feel encouraged to participate and learn, and value their colleagues. Knowledge sharing is going on all of the time in most organizations.

Every organization is filled with self-organizing “communities of practice,” relationships that people spontaneously create among colleagues to help them work more effectively or to help them survive the current turbulence.

These communities of practice are evidence of people’s willingness to learn and to share what they know. But the organization must provide the right conditions to support people’s willingness. Some of these necessary, non-negotiable conditions are:

- People must understand and value the objective or strategy
- People must understand how their work adds value to the common objective
- People must feel respected and trusted
- People must know and care about their colleagues
- People must value and trust their leaders

Technology does not connect us. Our relationships connect us.

We must relearn to have a tolerance from (1) messy, non-linear processes, and (2) time.

Core Principles from today...

- Establish a Culture of Servant Leadership in your organization
 - Leading by example, listening, having foresight ... all of those things
 - Recognizing that a critical part element of good leadership is the leader developing a higher sense of self-awareness by:
 - Being impeccable in your word
 - Not taking things personally
 - Not making assumptions and
 - Always doing your best.
- Build a sense of Community in your organization
 - Which involves:
 - Understanding the importance of a shared sense of purpose
 - Respecting the need for and nurturing connectiveness
 - Recognizing the paradoxical human needs for both individuality and connectiveness
 - Respecting the power of diversity
 - Successfully mastering change by enlisting employees and their connections and communication networks

Some Resources

The Servant as Leader by Robert K. Greenleaf

The Case for Servant Leadership by Kent Keith

Servant Institutions in Business by Jerry Glashagel

Life and Work by James Autrey

The Servant Leader by James Autrey

Finding our Way – Leadership in Uncertain Times by Margaret J. Wheatley

The Fifth Discipline and *The Fifth Discipline Fieldbook* by Peter Senge

Good to Great by James Collins

The Seven Habits of Highly Effective People by Stephen Covey

Leadership is an Art by Max Depree

Beyond Reengineering by Michael Hammer

The Soul of a Business by Tom Chappell

Time Management for Unmanageable People by Ann McGee Cooper

The Empowered Manager by Peter Block

The Leadership Engine by Noel Tichy