The Seven Habits of Highly Effective Servant Leaders

SAFe Global Summit 2018

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WHAT IS SERVANT LEADERSHIP?
"The servant-leader is servant first... Becoming a servant-leader begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."

- Robert K. Greenleaf
THE INVERTED TRIANGLE OF SERVANT LEADERSHIP

Paradigm Shift: A new direction for support and service

Source: https://www.slideshare.net/MiguelArandaMBA/servant-leadership-for-employees-and-small-business-owners21114final/4

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“It is my fundamental belief that the role of management is to support the people who do the work.”
- Em Campbell-Pretty
SERVANT LEADERSHIP & JAPANESE CULTURE

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EFFECTIVE SERVANT LEADERS
FOCUS ON PEOPLE FIRST
“The company will bring smiles to all employees and customers.”

Mrs Ogura
COO Ogura Metals
SAY THANK YOU
SHOUT OUTS & KUDO CARDS
ANGEL REPORTS

Positive feedback from one team member to another

18,000+ reports in 2017
VISUALISATION TO ENSURE THOSE WHO NEED HELP GET IT
CHECK EVERYONE IS DOING OK TODAY

<table>
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<tr>
<th>Condition</th>
<th>Code</th>
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<tr>
<td>Headache</td>
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<td>Arm/Leg Hurts</td>
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<td>Stomach Hurts</td>
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<td>Lack of Sleep</td>
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EMPILOYEE NET PROMOTOR SCORE (NPS)

On a scale from 0 to 10, how likely are you to recommend working at [COMPANY NAME] to a friend or colleague?

Why?

Source: http://www.netpromotersystem.com/about/measuring-your-net-promoter-score.aspx
FOSTER A COMMUNITY CENTRIC CULTURE
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EFFECTIVE SERVANT LEADERS ARE LEAN-THINKING MANAGER- TEACHERS
“Those who can read and don’t, are only marginally better off than those who can’t.”

Verne Harnish
BOOK CLUBS
“We make people while we make cars. It’s our people who make cars, not machines.”

Mr. Isao Yoshino
“Now I develop people. This is the best job!”

“...managers are happy that they are helping employees improve and achieve self-realization. This is not a special event. This is what we do daily.”

Mrs Ogura
COO, Ogura Metals

“We put a lot of time into education. We start with 2-days of training for management so that they understand why Kaizen it is important.”

Takehiro Sumiya

Memorial Hospital
DEVELOP PEOPLE WITH TRAINING & DAILY FEEDBACK

ISUZU

One week training then an instructor allocated for 6 months.

The trainee and manager keep a work diary and gets feedback at the end of the day, everyday for 6 months.

New Managers are trained by the old Managers
“What I am most proud of is our people assets.”

Mr. Yoshinori Kikuchi
President Kikuchi Gears
VALUE ACHIEVEMENTS IN EDUCATION
EFFECTIVE SERVANT LEADERS ARE KAIZEN CRAZY!
FORTNIGHTLY “BUBBLE UP”
CIRCLES & SOUP

ROUTINLEY GENERATE THOUSANDS OF IDEAS

Kaizen suggestions

Each person matters:
Ideas from each staff accumulates to make the Regional cooperation office.

Memorial Hospital

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RESPOND TO THE ANDON
NO IMPROVEMENT IS TOO BIG

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NO IMPROVEMENT IS TOO BIG

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NO IMPROVEMENT IS TOO BIG
“One second is very important. Steps take seconds. 10 steps wastes 5 seconds. If you walk you use your energy and your shoes wear.”
EFFECTIVE SERVANT LEADERS
PRACTICE HOSHIN-KANRI
Hoshin- Kanri

Hoshin = “compass needle” or “direction”
Kanri = “management” or “control”
“More than cleaning a train. Looking after a national icon.” - Mr. Teruo Yabe
I believe that this Nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.
BE TRANSPARENT ABOUT TARGETS

ISUZU

Targets are shared with the whole company every year so everyone can be on the same page.

TOYOTA

Set **clear targets** and **expectations** – establish concrete milestones and share with all involved.
EFFECTIVE SERVANT LEADERS CONNECT WITH THE GEMBA DAILY
SPEND TIME AT THE GEMBA

WALK THE WALLS

HOW CAN I HELP?
HAPPY GYMNASICS
CHECK IN DAILY
When you turn on your computer...

- Referrals from yesterday
- Number of registered facilities
- Warnings for operation

The screen comes up automatically.

Share daily objectives and information so staff can respond to inquiries from within the hospital immediately.
Daily Cocktail Hour

Continuous Human Integration

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EFFECTIVE SERVANT LEADERS CREATE AWESOME WORKING ENVIRONMENTS
“If people work in a joyous environment, they are more motivated to make improvements that ultimately benefit the customer.”

Mrs Ogura, COO Ogura Metals

Our goal for our company is that our employees work comfortably and we can operate at a profit. Just like Disneyland!

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As the director is my responsibility to ensure a good working environment for all employees.
"WE HAVE TO MAKE OUR WORK FUN!"
BRING EVERYONE TOGETHER FOR UNITY HOUR

Unity Day 49

- T-Time Opener (10m)
  - Customer Service Excellence
  - Effort Giveback
- Cheesecake Grad (5m)
  - Contemplate Short Outs
- Shout Outs (5m)
- Git is Coming (3m)
- Deliberate Discovery (30m)
- Unity Day 50 and Beyond (5m)

Want to know more: http://bit.ly/UnityHour

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EFFECTIVE SERVANT LEADERS ARE HUMAN
BUILD HUMAN RELATIONSHIPS

Good Morning

Welcome

Hello

Goodbye; literally translated to “I admire your tiredness”

Thank you very much

BE ONE OF THE PEOPLE

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IF ALL ELSE FAILS – DO THE BUS STOP...
BONUS 8th HABIT!

EFFECTIVE SERVANT LEADERS ARE ABOVE ALL ELSE DISCIPLINED
“Learning is not enough. We have to practice over and over again until it becomes habit.”

- Mr. Yoshino
“To lead is to serve. Remember that. Every single outstanding leader that ever was, is, and shall be understands that greatness is found in serving.”

Keni Thomas
U.S. Army Ranger
Blackhawk Down

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JAPAN LEAN STUDY TRIP
Next open-enrollment trip: May 12–18, 2019

https://kbjanderson.com/japantrip/

Mention you were referred by me to receive early bird pricing until the end of November 2018.
Tribal Unity:
A Servant Leaders’ Guide to Business Agility

AVAILABLE NOW ON
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