

Barry Ewy, PharmD, JD, MHA  
 CEO  
 Blessings International

## Leading by Serving: Building Effective Leadership Skills

### Disclosure Information

Leading by Serving: Building Effective Leadership Skills  
 Barry Ewy, PharmD, JD, MHA

I have the following financial relationships to disclose:  
 I am an Employee of Blessings International.

I will not discuss off label use and/or investigational use  
 in my presentation.

### Learning Objectives

- At the conclusion of this activity, participants should be able to:
  - Describe what leadership is;
  - Describe what Servant Leadership is;
  - Discuss how Love and Servant Leadership are connected; and
  - Discuss conflict and how to appropriately respond.

### Leadership

The power or ability to lead other people.  
Merriam-Webster, 2016.

**Power  
 Ability  
 Lead  
 People**

### Influence

- Influence comes from:
  - Character
  - Knowledge
  - Experience
  - Past Success
  - Ability
- Abraham Lincoln – Black Hawk War
- Trust
  - Built by: Competence, Connection, and Character
  - The onus is not on them to trust, it's on you to earn it

### The power or *ABILITY* to lead other people.

- Natural Ability
  - When leaders recognize leadership in others, they tend to follow the strongest leader.
- Developing Ability
  - Adaptability / Flexibility
  - Accepting Uncertainty
  - Relationship Skills
  - Setting Priorities



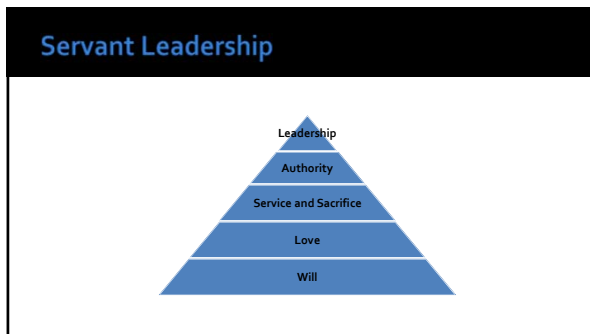
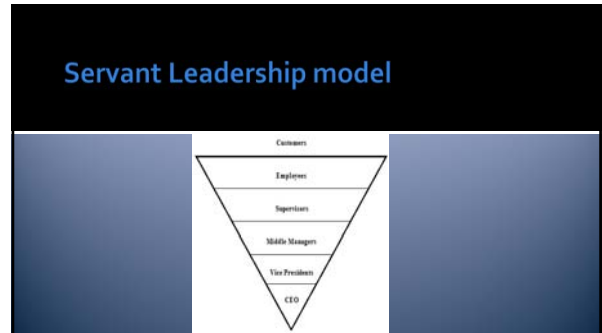
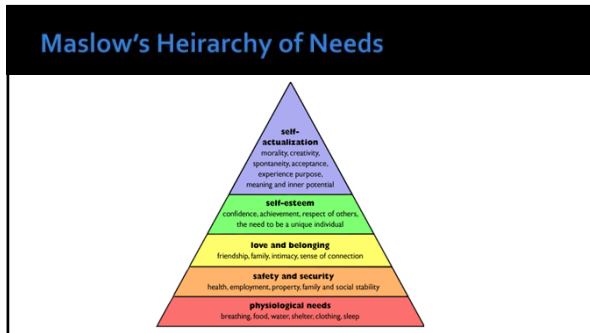
- ### The power or ability to LEAD other people.
- Opinion Research Council
    - Leading by Example 26%
    - Strong Ethics 19%
    - Business Knowledge 17%
    - Fairness 14%
    - Intelligence and Competence 13%
    - Sharing Recognition 10%

- ### The power or ability to LEAD other people.
- Empathy
  - Managing Information
    - 25-25-50 Rule
  - Motivation
    - The intensity of a person's desire to engage in an activity.
  - Problem Solving
    - Anticipate problems
    - Accept the truth
    - Handle one problem at a time
  - Team Building

- ### The power or ability to lead other PEOPLE.
- Adding To or Subtracting From Others
  - Empowering Others
    - Barriers
      - Desire for Job Security
      - Resistance to Change
      - Lack of Self-Worth
  - Surround Yourself with a Team

- ### Leadership
- Who is the greatest leader ever?
  - What were their traits?
  - Jesus Christ
    - Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave to all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many." Mark 10: 42-45

- ### Servant Leadership
- The business of identifying and meeting the legitimate needs of people entrusted to your care.
    - Identify
    - Legitimate needs
    - People
    - Entrusted



- ### Love
- Vince Lombardi
  - 1 Corinthians 13:4-8
  - Love is a Verb
    - Patience
    - Kindness
    - Humility
    - Respectfulness
    - Selflessness
    - Forgiveness
    - Honesty
    - Commitment
  - Mark 12:31 "Love your neighbor as yourself"

### Love and Leadership

Patience	Showing Self-Control
Kindness	Giving Attention, Appreciation, and Encouragement
Humility	Being Authentic and Without Pretense or Arrogance
Respectfulness	Treating Others as Important People
Selflessness	Meeting the Needs of Others
Forgiveness	Giving Up Reassessment when Wronged
Honesty	Being Free from Deception
Commitment	Sticking to Your Choices
Results: Service and Sacrifice	Setting Aside Your Own Wants and Needs; Seeking the Greatest Good for Others

- ### Healthy Environment
- Influence is like a garden
  - Relational checking account
    - Publicly praise / privately punish
  - By the numbers
    - 4:1
    - 85%
    - 100%
    - 25%
    - 60%

### Choices

- We only HAVE to die and ...
- We all have to make choices about our behavior and accept the responsibility of the outcomes.
- Choices may be unnatural until it becomes habit.
- Stages of developing a new habit:
  - Stage 1: Unconscious and Unskilled
  - Stage 2: Conscious and Unskilled
  - Stage 3: Conscious and Skilled
  - Stage 4: Unconscious and Skilled

### Preparing for Change

- Predetermine a course of action
- Lay out your goals
- Adjust your priorities
- Notify key personnel
- Allow time for acceptance
- Head into action
- Expect problems
- Always point to the successes
- Daily review your plan

### Conflict

- All great relationships, the ones that last over time, require productive conflict in order to grow. This is true in marriage, parenthood, friendship, and certainly business.
- Important to distinguish productive ideological conflict from destructive fighting and interpersonal politics.

### Conflict is Built on Trust

The diagram is a pyramid with five levels. From top to bottom, the levels are:

- FOCUS**: on the achievements of collective results
- HOLD**: one another accountable for delivering against those plans
- COMMIT**: to decisions and plans of action
- ENGAGE**: in unfiltered conflict around ideas
- TRUST**: one another

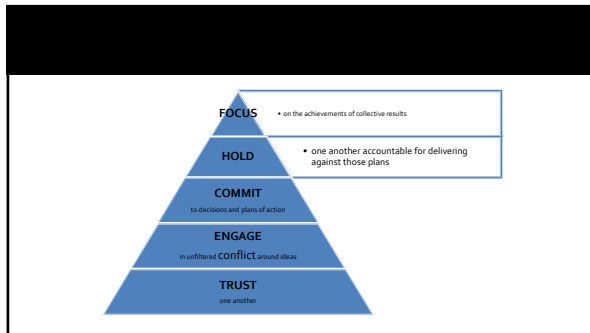
### Trust

- The confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.
- Teammates must be comfortable being vulnerable with one another.
  - These include: Weaknesses, skill deficiencies, interpersonal shortcomings, mistakes and requests for help
- Teams that lack trust:
  - Conceal their weaknesses and mistakes from one another
  - Are reluctant to take risks in asking for or offering assistance
  - Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them

### Conflict

- Teams that avoid ideological conflict often do so to avoid hurting team members' feelings, and then end up encouraging dangerous tension. When team members do not openly debate and disagree about important ideas, they often turn to back-channel personal attacks, which are far nastier and more harmful than any heated argument over issues.

The Five Dysfunctions of a Team



- ### Potential Pitfalls
- If you make a mistake, fess up
  - Deal with small problems before they become big
  - Don't let one person derail the team
  - Make a decision and implement it (then change course if needed).

Perhaps (leadership) is not so magical after all. Leadership is simply the hard work of learning how to influence others and accomplish collaboratively what no one could have done on their own. It means taking the time to think before acting. Once you've acted, it means taking time to reflect long enough to know what just happened, why it happened, how it happened, and how to replicate the narrow path to success and avoid the broad path to failure.

Dick Daniels – *Leadership Briefs*

- ### Recommended Resources
- *21 Irrefutable Laws of Leadership* by John Maxwell
  - *The Five Dysfunctions of a Team* by Patrick Lencioni
  - *7 Habits of Highly Effective People* by Stephen Covey