

Do those served grow as persons; do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?

*By Robert K. Greenleaf*

**Community Building**

## Traditional Boss/Subordinate

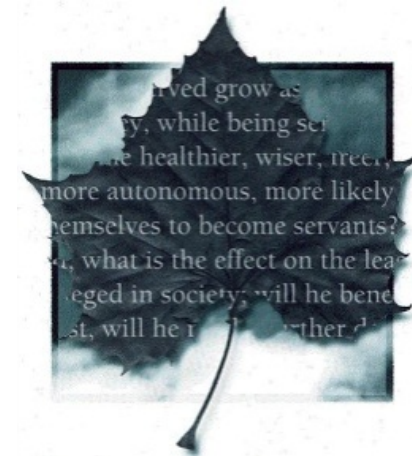
1. Uses personal power and intimidation to leverage what s/he wants.
2. Feels that personal value comes from individual talents and abilities.
3. Gives orders; sees too much listening or coaching as inefficient.
4. Views accountability as assigning blame.
5. Controls information to maintain power.
6. Relies solely on fact, logic, proof.
7. Highly competitive and independent; seeks personal credit for achievement.
8. Develops personal power base; uses perks and titles to signal who has power.
9. Eager to speak first; feels his/her ideas are more important.
10. Motivated by ego drive to achieve personally.
11. Focuses on fast action.
12. Uses intimidating humor to control others.

to

## Servant-Leader

1. Uses personal trust and respect to build bridges and do what's best for the "whole."
2. Feels that personal value comes from mentoring and working collaboratively with others.
3. Listens deeply and respectfully to others, especially those who disagree.
4. Views accountability as creating a safe environment for learning from experience.
5. Shares big picture information.
6. Uses intuition and foresight to balance fact, logic, proof.
7. Highly collaborative and INTERdependent, gives credit to others generously.
8. Develops trust across constituencies; breaks down hierarchies.
9. Most likely to listen first; values others' input and builds strength through difference.
10. Motivated by desire to serve others.
11. Focuses on gaining understanding, input, and buy-in from all parties; understands that faster is often slower.
12. Uses humor to lift up others and make it safe to learn from mistakes.

# Servant Leader Characteristics



- |   |                               |  |
|---|-------------------------------|--|
| 1. Self Awareness                                   | 1. Person of Character        | 1. Listening                                   |
| 2. Listening  | 2. Puts People First          | 2. Empathy                                     |
| 3. Changing the pyramid                             | 3. Skilled Communicator       | 3. Healing                                     |
| 4. Developing your colleagues                       | 4. Compassionate Collaborator | 4. Awareness                                   |
| 5. Coaching not controlling                         | 5. Has Foresight              | 5. Persuasion                                  |
| 6. Unleashing the energy and intelligence of others | 6. Systems Thinker            | 6. Conceptualization                           |
| 7. Foresight  | 7. Leads with Moral Authority | 7. Foresight                                   |
|   |                               | 8. Stewardship                                 |
|   |                               | 9. Commitment to the Growth of People Building |
|   |                               | 10. Community                                  |

*--Kent M. Keith*

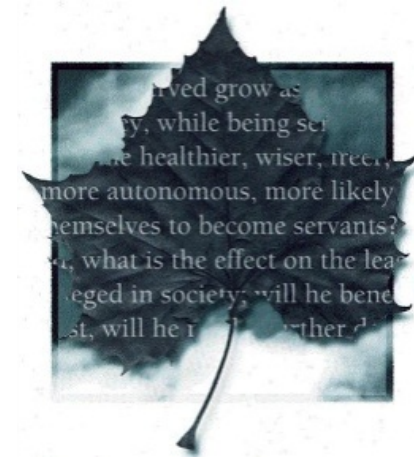
*--James W. Sipe & Don M. Frick*

*--Robert Greenleaf*

**Community Building**

# **Roundtable Discussion**

***We suggest that you attempt to go around the table and hear each person before you begin discussion. Two breaths.***



- ***Select a recorder***
- ***Equal time for all to be heard***
- ***Feedback from the roundtables***  
***(Prepare 1-3 major points to share)***
- ***Consider Discussion: Can Servant-Leadership build communities? How and why? What are the benefits?***

**Community Building**

# \$ervant Leadership: Better Than Great

Good?

Largest 500  
Public  
Companies  
USA

S & P

Good to Great?

Fannie Mae  
Circuit City  
Nucor  
Kroger  
Walgreens  
Wells Fargo  
Altria Group  
Gillette  
Pitney Bowes  
Kimberly-Clark  
Abbott Laboratories

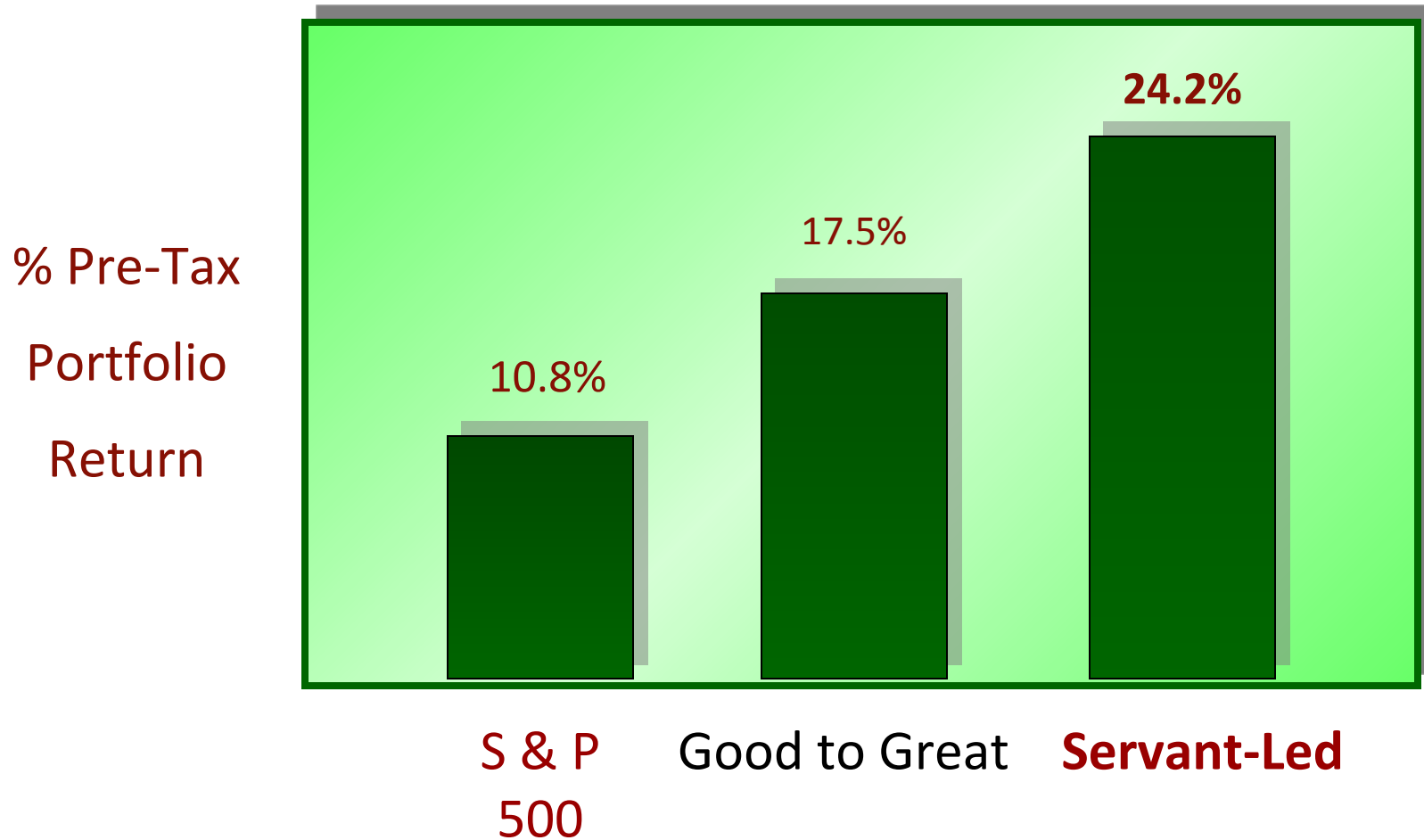
Level 5

Better Than Great!

The Toro Company  
Southwest Airlines  
Starbucks  
AFLAC  
Men's Warehouse  
Synovus Financial  
Herman Millar  
ServiceMasters  
Marriott International  
FedEx  
Medtronic

Servant-Led

# \$ervant Leadership: Better Than Great



Stock Performance – Trailing Returns Last 10 Yrs. Ending 3.31.05

# \$ervant Leadership: It's the Right Thing To Do



## Good to Great

Fannie Mae  
Circuit City  
Nucor  
Kroger  
Walgreens  
Wells Fargo  
Altria Group  
Gillette  
Pitney Bowes  
Kimberly-Clark  
Abbott Laboratories

Level 5

Listed in  
Fortune Top 100  
Companies to Work For  
2005

← 0

6 →

## Better Than Great

The Toro Company  
Southwest Airlines  
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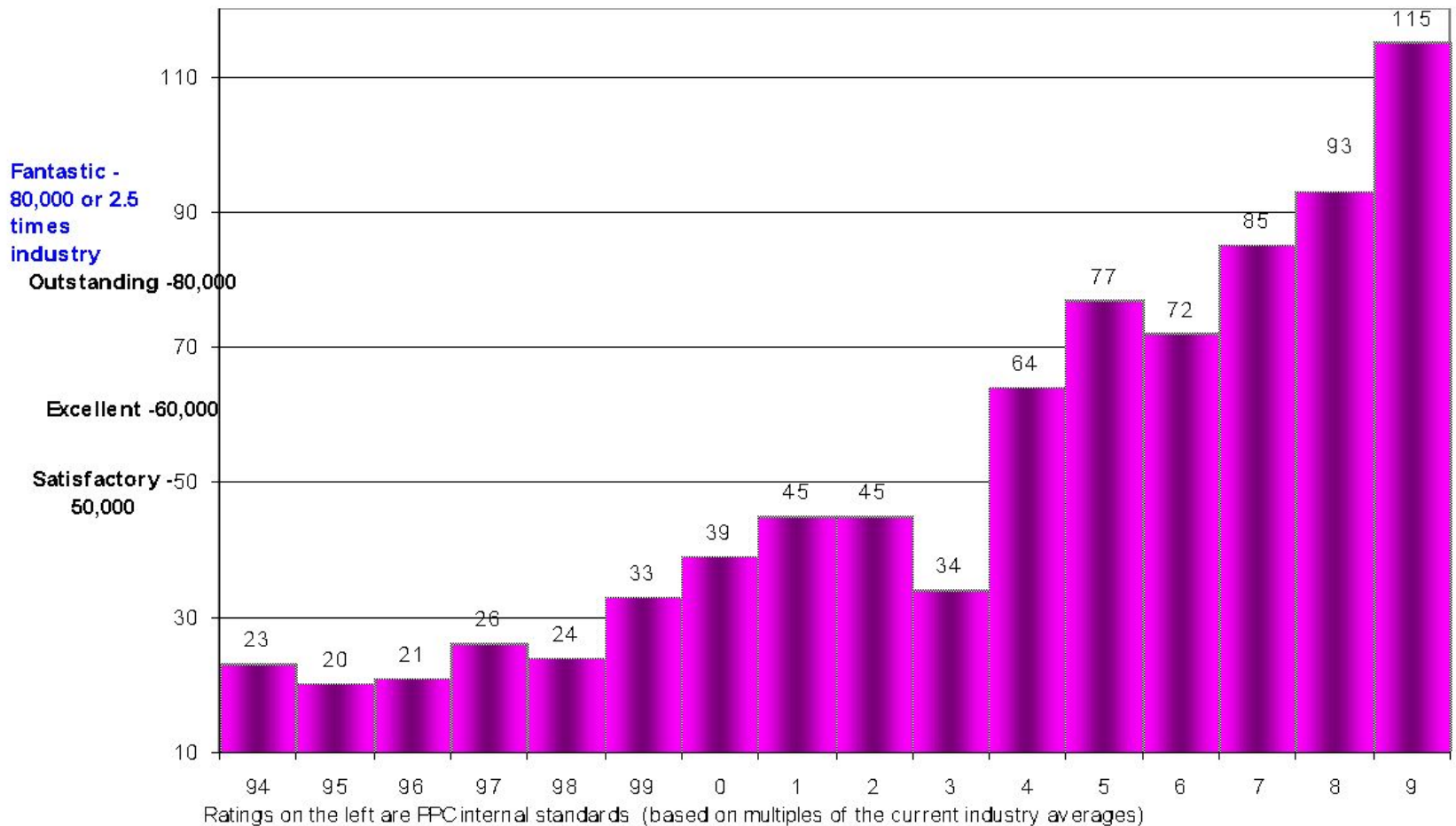
Servant-Led

# What's Happening at PPC?

## 275% above industry average

### SAFETY

Expressed in thousands of hours worked before an Osha recordable accident occurs

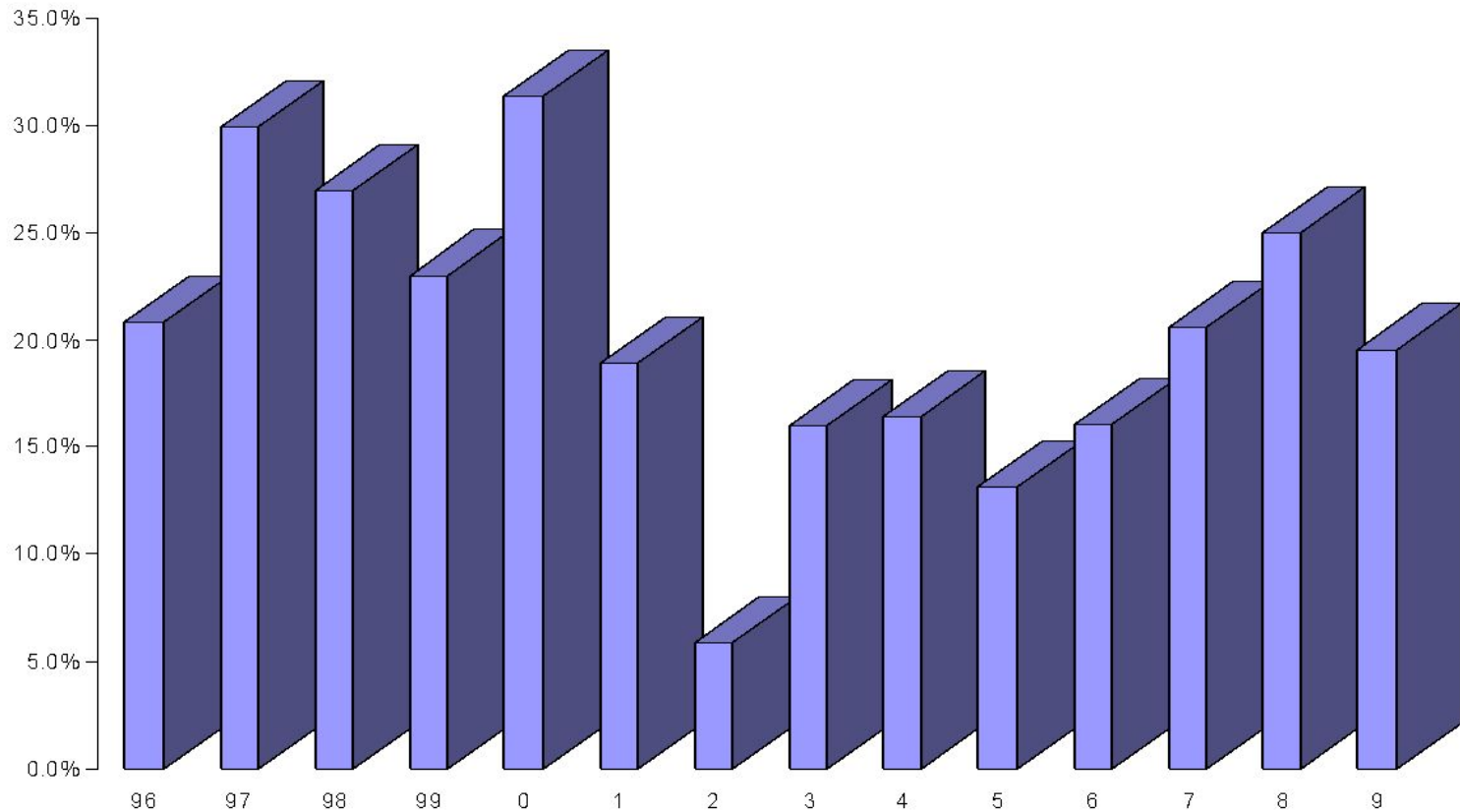




# What's Happening at PPC?

## Return on Equity –AFT and over capitalized

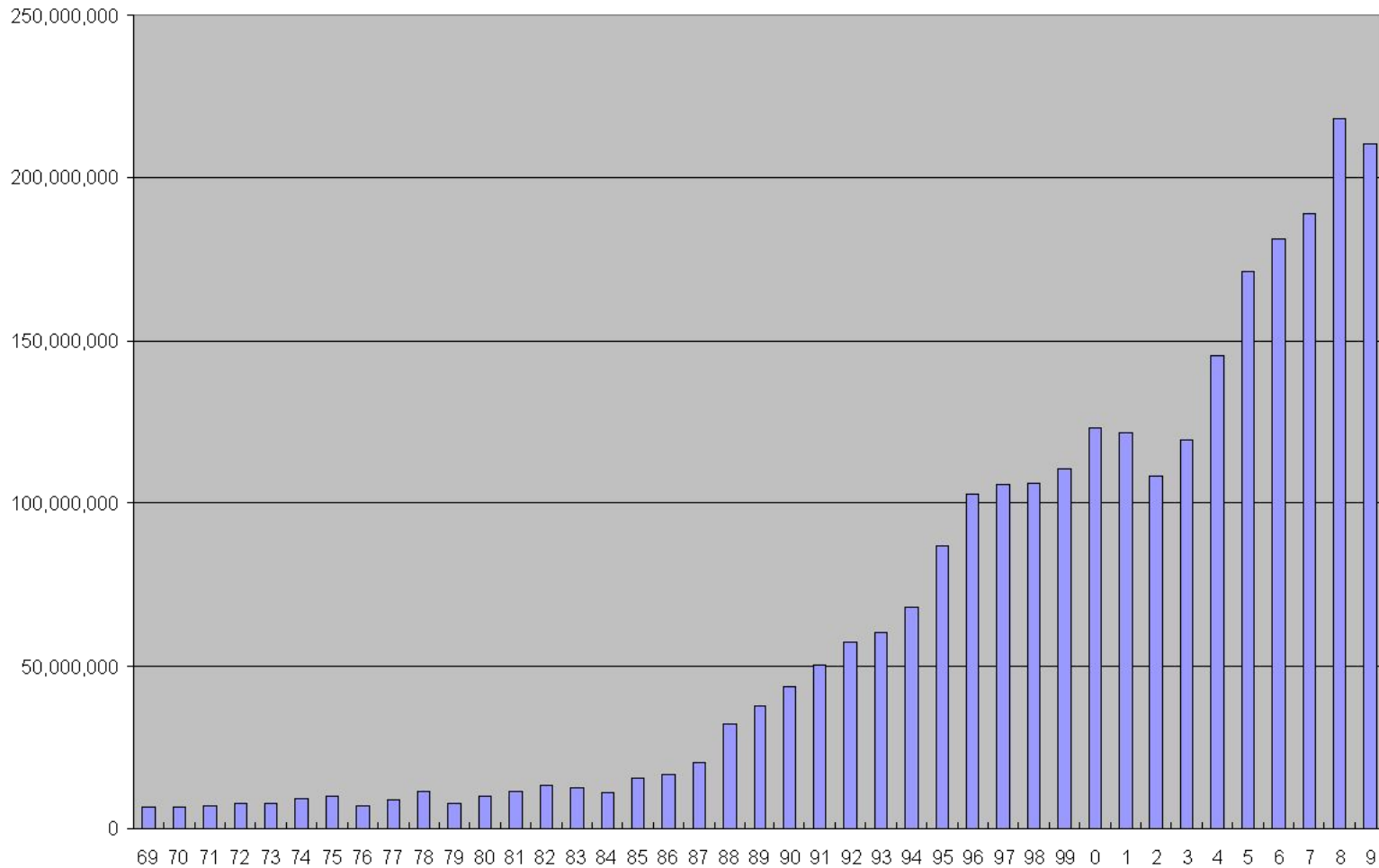
**PPC -Changes in Stock Value**

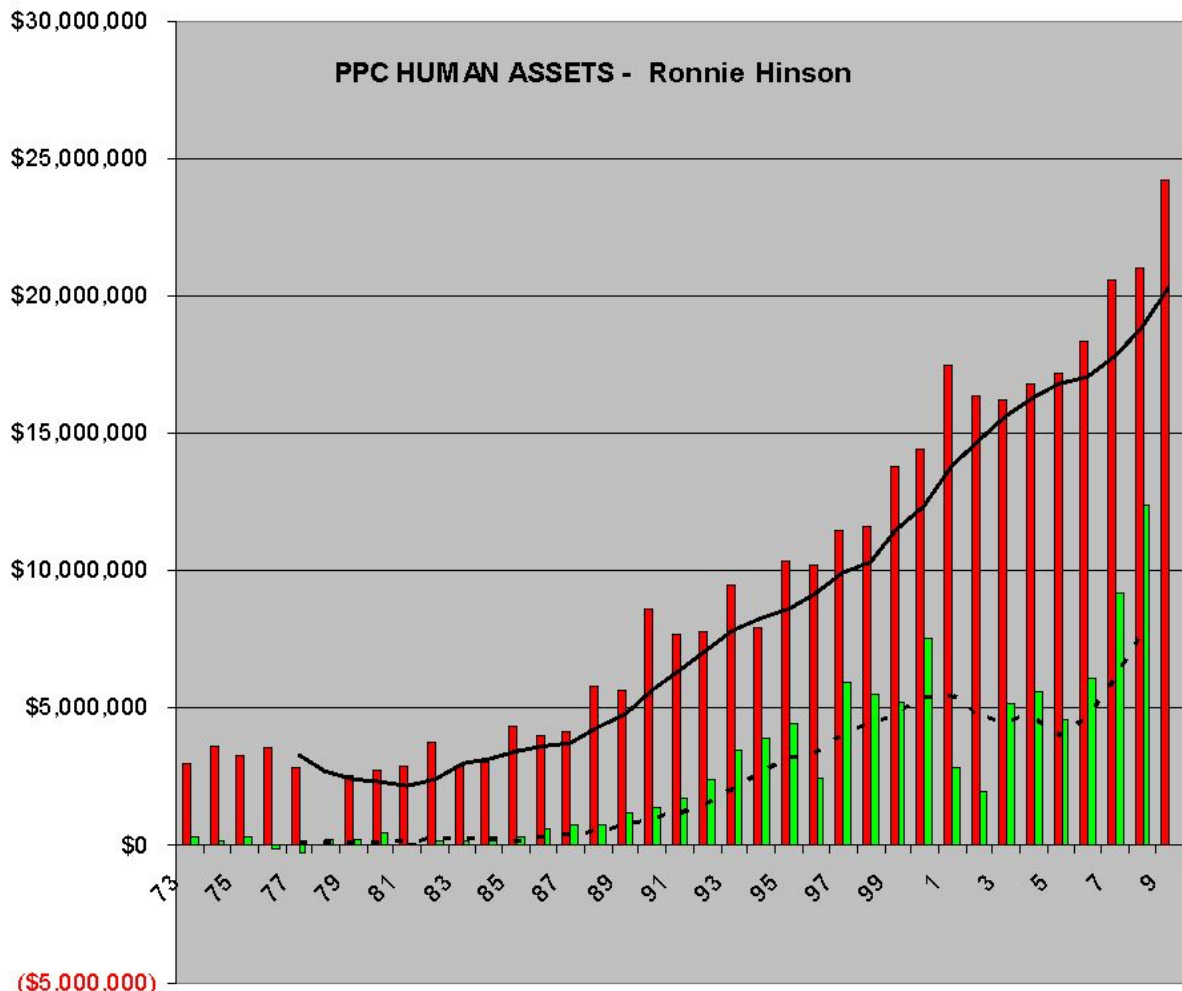


# What's Happening at PPC?

## 1969 – 2009 Sales Trends

Sales Trends PPC

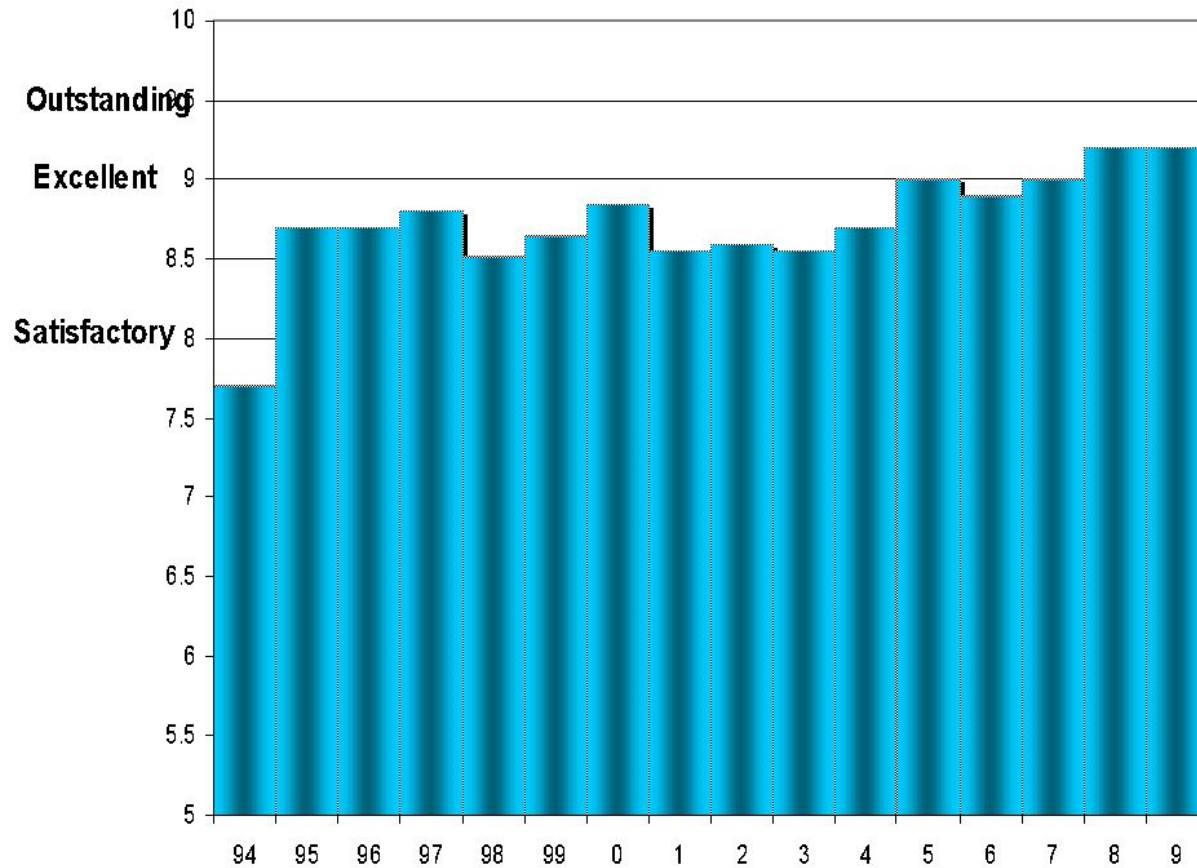




(\$5,000,000)

█ Human Assets 
 █ Net Profit BFT 
  5 per. Mov. Avg. (Human Assets) 
  5 per. Mov. Avg. (Net Profit BFT)

# CUSTOMER SATISFACTION external



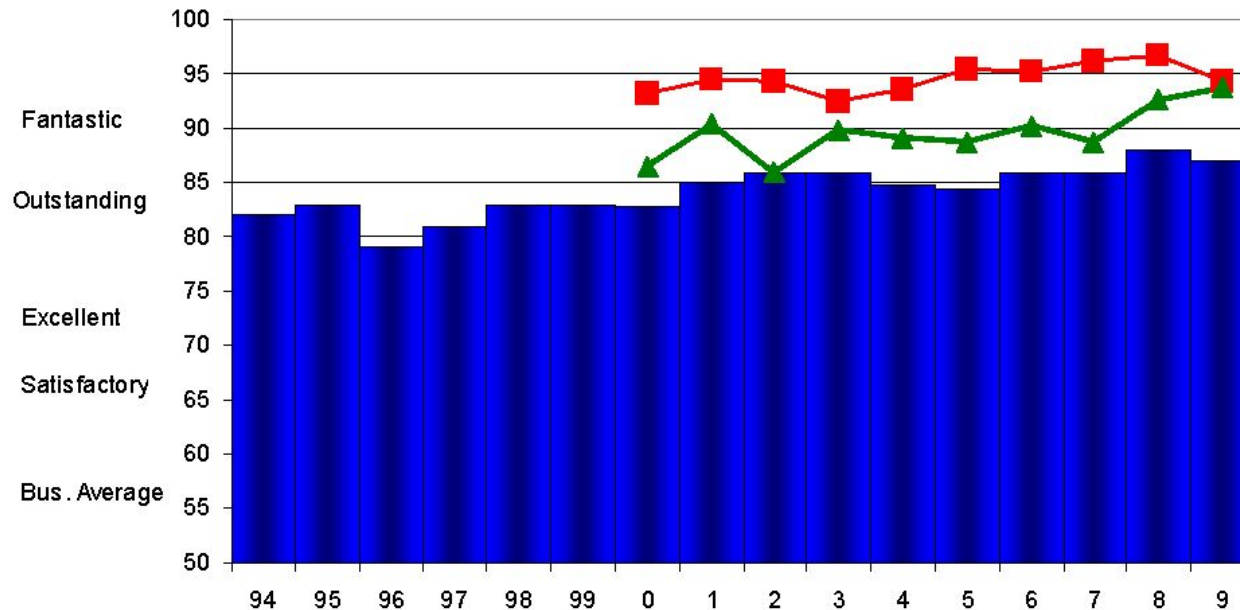
Ratings on the left are PPC internal standards. MPS has no survey data, Metro began in 98

# What's Happening at PPC?

Those companies that do surveys -10%? We think, average low 60% satisfaction

## EMPLOYEE SATISFACTION

Percent of Employees satisfied with all aspects of their Jobs



Ratings on the left are PPC internal standards. It is not possible to get to 100.

Bus. Averages are for those businesses that take surveys, which we estimate to be about 10%. Excludes Pieper Elec. 200

■ Employee Satisfaction

■ Golden Rule - Your fellow employees treat you as you would like to be treated.

▲ Golden Rule - The company treats you as you would like to be treated.

# WHAT'S THE FUTURE OF THE COMPANY? - Big Picture

## **Limiting factors -- development of personnel at our quality level**

- 4-8 years - quality craftsmen
- 5-10 years - quality foremen
- 3-10 years - quality supervisors
- 5-10 years - quality managers
- 10-20 years - quality executives
  - All require continuous education to stay effective
  - All require training and developing their replacement

# Why are you doing what you do?

**Customers – experience employee attitude and competence.  
Employee ownership will not detract from this.**

- 90% of customer business is a repeat
- 87% of new customers are referrals, no salespeople, no advertising
- **NOTES:** 950 people in the field job chargeable, est.150 in office, CEO one high-level executive assistant, transparency overdone, cost centers had same accountability as operations and nearly always came in under budget or over absorbed, Drucker called it Homeostatic control, (everything at the event level). All execs and senior management did the bulk of the learning facilitating.