

6. We have implemented & perpetuated management practices that reinforce the class system & reenact in a thousand ways the primacy of consistency, control & predictability. These practices also keep ownership & responsibility focused at the top. They are designed to control costs & produce consistent, predictable results. They are **obstacles to quality & service**. They are the tangible aspects of the political system we have set out to reform.

BLOCK ON SUCCESSFUL CHANGE

"Conventional wisdom says that change has to happen from the top down. This belief, that if top management doesn't support the move toward partnership nothing important will happen, is another expression of our dependency. This simplistic belief does have a certain appeal:

- "Top mgmt likes it because it keeps them feeling that they are in charge. That they are managing the change process.
- "Staff groups & consultants like it because it puts them in intimate contact with those who have power, privilege & wealth, and makes their selling job a lot easier.
- "Middle mgmt & below like it because it lets them off the hook. Getting sponsorship from the top provides safety.

"Social change does not cascade down through the organization, any more than it cascades down through society. If you look closely at successful change efforts in industry, you will see that the innovation started from the middle & spread outward... This is how successful change most often works in reality. **The top picks up on & supports efforts after they are underway & showing promise.**" As Ghandi put it: "There go my people. I am their leader. I must now run to catch up to them."

(Berrett-Koehler Publishers, 1-800-929-2929, paperback \$16.95, 288 pgs)

ITEMS OF INTEREST TO PROFESSIONALS

¶One final piece of advice from US DOE's Ken Morgan based on his hard-won experience dealing with angry stakeholders & the programs designed for dealing with such situations (pr 3/11, 5/6 & 5/13). "Frequently, there's a pattern to watch out for. When things are rolling along & your organization is perceived as sensitive, the tendency is to slack off, to cut back because the need isn't great. Pretty soon you've isolated yourself & ...oops, you've shot yourself in the foot. Then the need for public information people & programs rises again. Better to keep those programs ongoing." The 3-legged-stool method is one way (pr 3/11).

Curious about the origin of the word "chairman"? In the British colonies, people who oversaw a company would meet regularly. Furniture, being expensive, was not plentiful. Thus the group would sit on stools around a wood plank resting on two sawhorses. They were called "the board" after the makeshift table they sat around. The leader, who sat on a chair instead of a stool (because of his prestigious position), was called the "chair-man."

NEXT: AFTER RE-ENGINEERING LOOMS DEEPER WORKPLACE CHANGE

There is a stirring among divergent people & institutions that seeks authenticity, soul, spirit, community, meaningful work...whatever words you'd like to attach to it. The rumbling has been around for years, but its reach & application are growing (see pr 11/27/95 & 2/26).

Two recently released books by prestigious mgmt consultants explain what is a true revolution: *On Becoming a Servant Leader* by Robert Greenleaf; & *Stewardship: Choosing Service Over Self-Interest* by Peter Block.

Given the downsizing on one hand vs. huge CEO salaries & Wall Street bonuses on the other; depersonalization of work; sheer increase of workloads etc etc. And the low morale, each-person-for-him/herself, distrust & lack of morality they have spawned, **long range organizational health & prosperity** demand a new, interdependent, team approach.

So pronounced is this feeling that mainstream politics (Pat Buchanan & now Dole & Clinton), old line newspaper columnists, news mag front pages & letters-to-the-editor are sounding the call. What an opportunity for pr to lead a change that will benefit organizations, workers & society.

SERVANT - LEADERS DROP "LONG OUTWORN WAYS OF ORGANIZING"

Servant-leadership "is not a tidy, 'how-to' checklist" -- not another "program." Rather "a philosophy that embraces certain principles but few prescriptions.... Servant-leadership is not a destination; it is a path."

Ten critical characteristics of the servant-leader, according to Larry Spears, exec dir of the Greenleaf Center for Servant-Leadership (Indianapolis) are [note similarity to those needed by pr professionals]:

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|--------------|----------------------|------------------------|
| 1. Listening | 5. Persuasion | 9. Commitment to the |
| 2. Empathy | 6. Conceptualization | growth of people |
| 3. Healing | 7. Foresight | 10. Building community |
| 4. Awareness | 8. Stewardship | |

Greenleaf's writings expand on this approach:

- The root of the unrest in our contemporary institutions might be that "long-outworn ways of organizing are one of the basic causes. The hierarchical organization postulates the leader as the superior of his followers.... We now need a principle of organization that postulates the leader as the servant of his follower."



- **Systems, theories, organization structures are secondary.** In the end, it is the *person*, the leader as an individual, who counts. It is the inspiration & initiative of individual persons that move the world along.
- **Personal responsibility is key.** "Do not ask, 'Where is the great leader to come from to guide us from the present confusion?' Rather, let us ask ourselves, 'What is the great dream I would like to see brought to realization? What talents do I have, what talents might I prudently acquire to help move some part of the world toward that dream? Where can I make my effort count?' Then let us go to work with our own two hands wherever we can get hold of the problem."
- **Building personal strength is the starting place** for one who would become a servant leader. "Strength is the ability to see enough choices of aims, to choose the right aim, & to pursue that aim responsibly over a long period of time.... The building of *strength* & everything that supports it is an ethical requirement... & no one will be judged ethically adequate unless *his or her own personal strength* is the prime concern, right to the end of life."
- **You will need spirit.** "What is the element of spirit in leadership? I do not want to define or explain it. There is, in my theology, a mystery before which I simply stand in awe. At the threshold of the mystery, I ask no questions & seek no explanations. I simply bow before the mystery.... Spirit is behind the threshold of the mystery. When a leader has it, it builds trust; not only between leader & follower but also between followers. Humans have not always been trusting, but trust is the cement that makes possible institutional solidarity, from the family to world society."

GREENLEAF ON EFFECTIVENESS OF 1-TO-1 COMMUNICATION

"What happens to our values, & therefore to the quality of our civilization, in the future will result from the conception, born of inspiration, of individual persons." Example: John Woolman, the 18th century Quaker who, 100 years before the Civil War almost single-handedly talked the Quakers, one by one, into freeing their slaves. Greenleaf speculates on "what the history of this country might have been if 50 dedicated people of his persuasiveness had ranged the land in the 18th century, dealing with the issue of slavery as Woolman dealt with it (vs. a horrifying Civil War). He suggests a theory of social change based on one-by-one, person-by-person persuasion. Cites Alcoholics Anonymous as "an outstanding modern manifestation of the one-by-one, person-by-person approach. It is one of the most significant social developments of the past 30 years."

(394 pgs, \$28 + \$3 postage to Greenleaf Ctr for Servant-Leadership, 921 E. 86th St, Suite 200, Indianapolis 46240; 317/259-1241; fax 317/259-0560)

STEWARDSHIP IS THE CHOICE TO DISTRIBUTE POWER

Peter Block emphasizes that managers "*preside* over the orderly distribution of power. This means giving people at the bottom & the boundaries of the organization choice over how to serve a customer, a citizen, a community.

"It is the willingness to be accountable for the well-being of the larger organization by operating in *service*, rather than in *control*, of those around us. Stated simply, it is accountability without control or compliance." Block offers these 6 points as the essence of his ideas:

1. **We want to affirm the spirit.** There is a longing in each of us to invest our energy in things that matter.... We have always spoken the right words -- people are number one -- but patriarchy cannot deliver on the promise. Patriarchy can take care of us, but caretaking is not affirmation.
2. **Some fundamental beliefs we have about how to run organizations & organize work aren't working....** Even our efforts to implement employee involvement, empowerment, inverted pyramids & self-management are driven by the requirement for control, consistency & predictability. This paradox represents our struggle in *choosing between patriarchy & partnership*.
3. **There is the dominant belief that leadership should come from the top & bosses are in some way responsible for their employees' performance & morale, much as loving parents are responsible for their children.** A corollary is the idea that organizational change efforts should start at the top & cascade down. This represents the choice of dependency over empowerment. *Empowerment means that each member is responsible for creating the organization's culture, for delivering outcomes to its customers, & especially for the quality of their own experience. This is the adventure of work, of life.*
4. **We have separated the managing of the work from the doing of the work.** We have created a class system inside our institutions. This two-class system reflects the choice of self-interest over service. A commitment to service requires us to *reintegrate the managing & the doing of the work*.
5. **Most organizations are trying to engineer & direct the movement toward customer service, quality improvement & cost containment.** The very system that has patriarchy as the root problem uses patriarchal means to try to eliminate its symptoms. This is the dark side of leadership.

PETER BLOCK ON HOW TO REGAIN TRUST

"Trust comes out of the experience of pursuing what is true. What is true lies within each of us. Stewardship is founded on the belief that others have the knowledge & the answers within themselves. **We do not have to teach other adults how to behave.**"