

ITPC at Trenton Computer Festival

IEEE Information Technology Professional Conference on Friday March 19, 2021

# Servant Leadership in a Distributed and Disruptive World

15th Annual IEEE IT Professional Conference at TCF (2021)  
March 19, 2021

Speaker: Greg Tutunjian



The world's largest technical professional  
organization for the advancement of technology



# In The Next Hour...

- Brief Introduction (Self)
- Servant Leadership Myths (Debunked)
- Servant Leadership Defined (Sort of)
- Why and How of Servant Leadership (Distributed and Disruptive)
- Servant Leadership Practices (silver bullet)
- Questions
- Resources

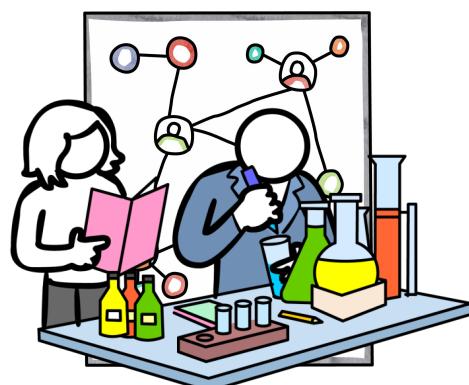
# Greg Tutunjian, Practitioner



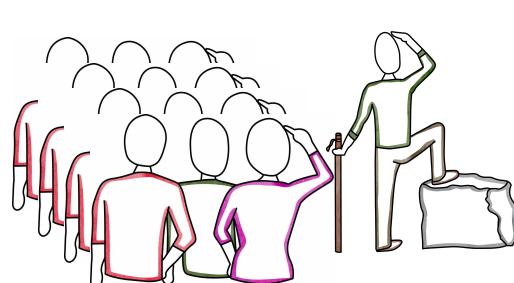
Applications



Greg Tutunjian



Solutions & Frameworks



Simulation & Modeling;  
VLSI Design & Artificial Intelligence

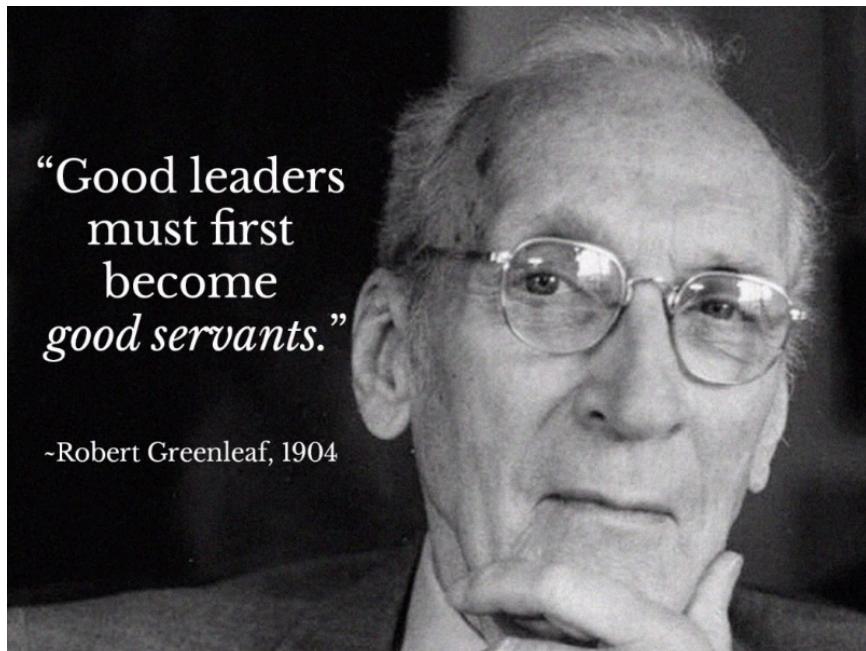


Leading  
(Re-planning & Delivery)



scrum doc™

# Servant Leadership Origin Story



(1904 – 1990)

"Potentially a good plumber; ruined by a sophisticated education."

Greg Tutunjian

- Childhood Influences
- Seeker, first
- Questioned Institutions (while working within)
- Partner in Life (also a Seeker)
- Built Circles (didn't Climb Ladders)
- Formative Period: AT&T (1929 – 1964)
- Evolutionary Period: Independent (1964 – 1980's)
- Foundational Work: The Servant As Leader (1970)

# Robert Greenleaf's Credo

“If a good society is to be built, one that is more just and more caring,  
and where the less able and more able serve one another with  
unlimited liability, then the best way is to raise the performance as  
servant of institutions, and sanction natural servants to serve and lead.”

- Robert K. Greenleaf (1970)

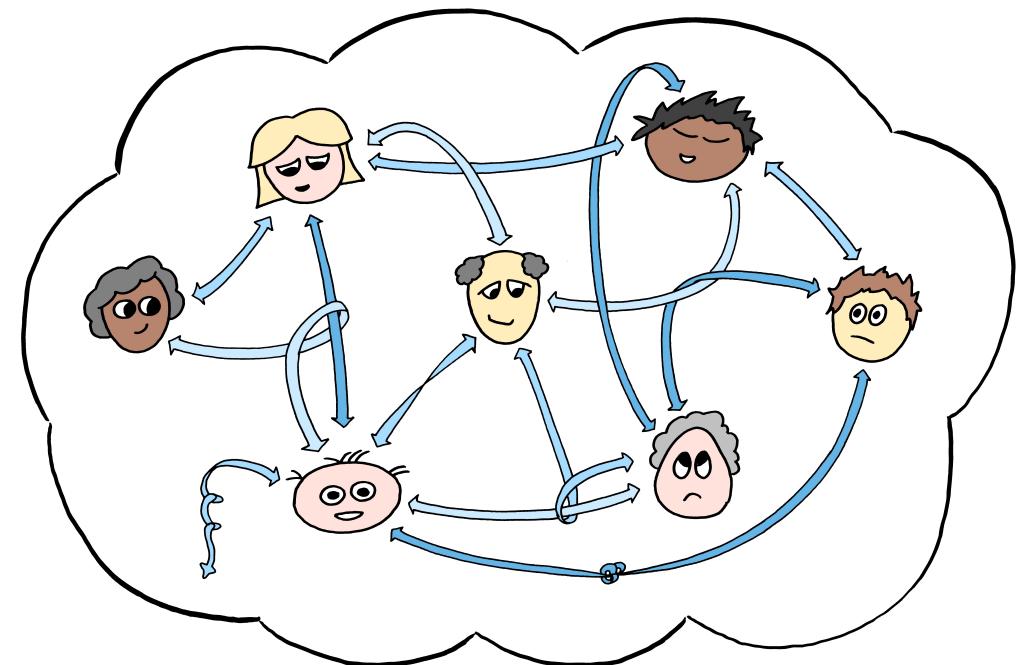
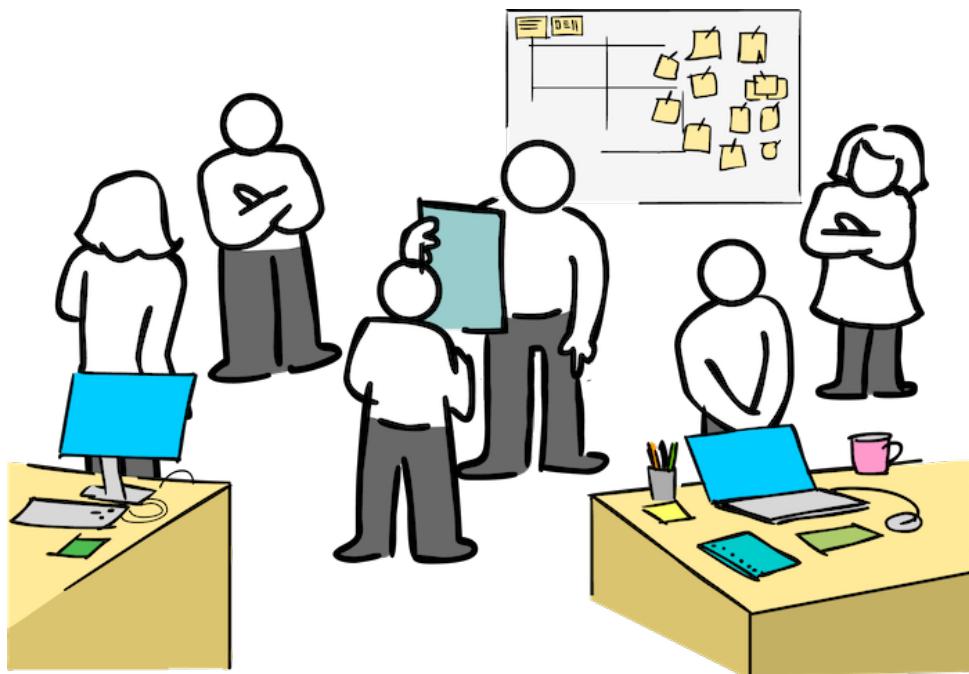
# Robert Greenleaf's “The Best Test”

“Do those being 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 she or he benefit, or, at least, not be further deprived?” - Robert K. Greenleaf (1970)

# Servant Leadership Myths

1. It's all about the Scrum Master, the Scrum Master, the Scrum Master, ...
2. Servant leaders are weak and are all about *soft skills*
3. Servant leadership is not profitable or growth oriented
4. You can't serve and lead effectively at the same time

# Servant Leadership Myths, Debunked: Agile and Scrum

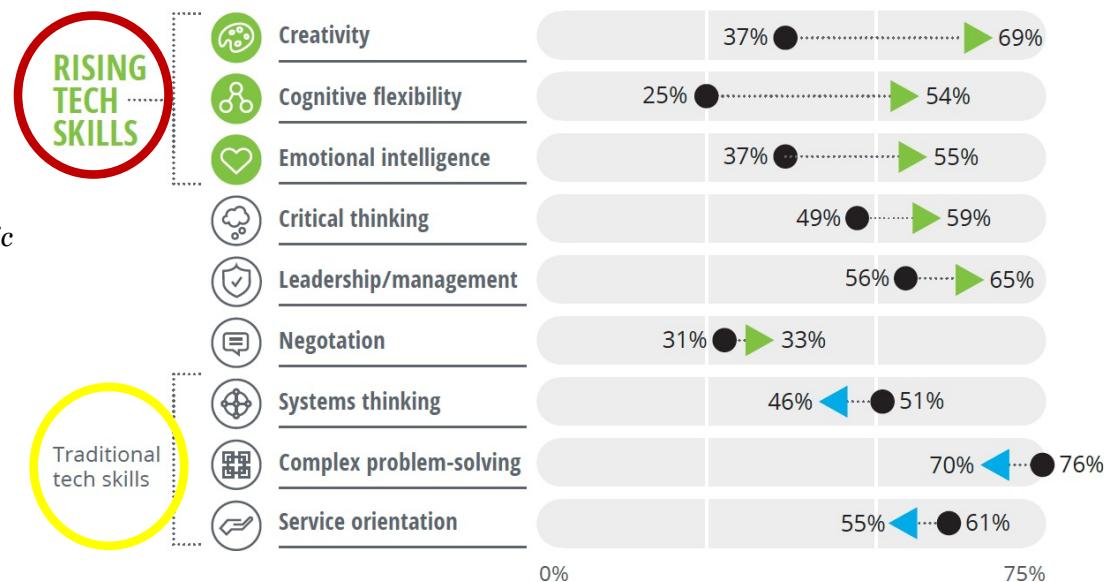


# Servant Leadership Myths, Debunked: Soft Skills Are *Easy* and *Simple*

## Tech leaders continue to value soft skills that support collaboration

What are the most important technology talent soft skills today and in 3 years?  
(Select all that apply)

● Current skills ▶ Skills in 3 years: Increase ◀ Skills in 3 years: Decrease



Deloitte Insights – The Kinetic Leader: Boldly Reinventing The Enterprise (2020)

N=771.

Source: 2020 Global Technology Leadership Study.

Greg Tutunjian

# Servant Leadership Myths, Debunked: Not Profitable or Growth Oriented



At TDIndustries, we have a diverse, people-centered culture built on a foundation of trust.

We accomplish this through a Servant Leadership philosophy that puts others first.

Established 1946

- Build and Maintain Trusting Relationships
- Be an empathetic listener
- Act with fairness - no double standards
- Speak with honesty - Behave with integrity
- Make and keep your commitments

*We act with fairness and honesty and always do what we say we will do. We hold ourselves accountable for our actions and to the high ethical standard modeled by our founder, Jack Lowe, Sr.*



To inspire and nurture the human spirit - one person, one cup and one neighborhood at a time.

Established 1971

With our partners, our coffee and our customers at our core, we live these values:

- Creating a culture of warmth and belonging, where everyone is welcome.
- Delivering our very best in all we do, holding ourselves accountable for results.
- Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
- Being present, connecting with transparency, dignity and respect.

We are performance driven, through the lens of humanity.

# Servant Leadership Myths, Debunked: Service + Leadership =



Admiral James Stavridis,  
USN (Retired)



Michael Patrick F. Smith

- Commander, U.S. European Command **and** NATO Supreme Allied Commander (2009 – 2013)
- Commander, U.S. Southern Command (2006-2009)
- Commanded a carrier strike group in combat operations (2002 – 2004)
- Commanded the top ship in the Atlantic Fleet, winning the Battenberg Cup (1998)

*“In essence, leaders do best when they approach their position with an attitude of ‘leader as servant’ always treating their teams with dignity, honor and respect.”* - [The Accidental Admiral: A Sailor Takes Command of NATO](#)

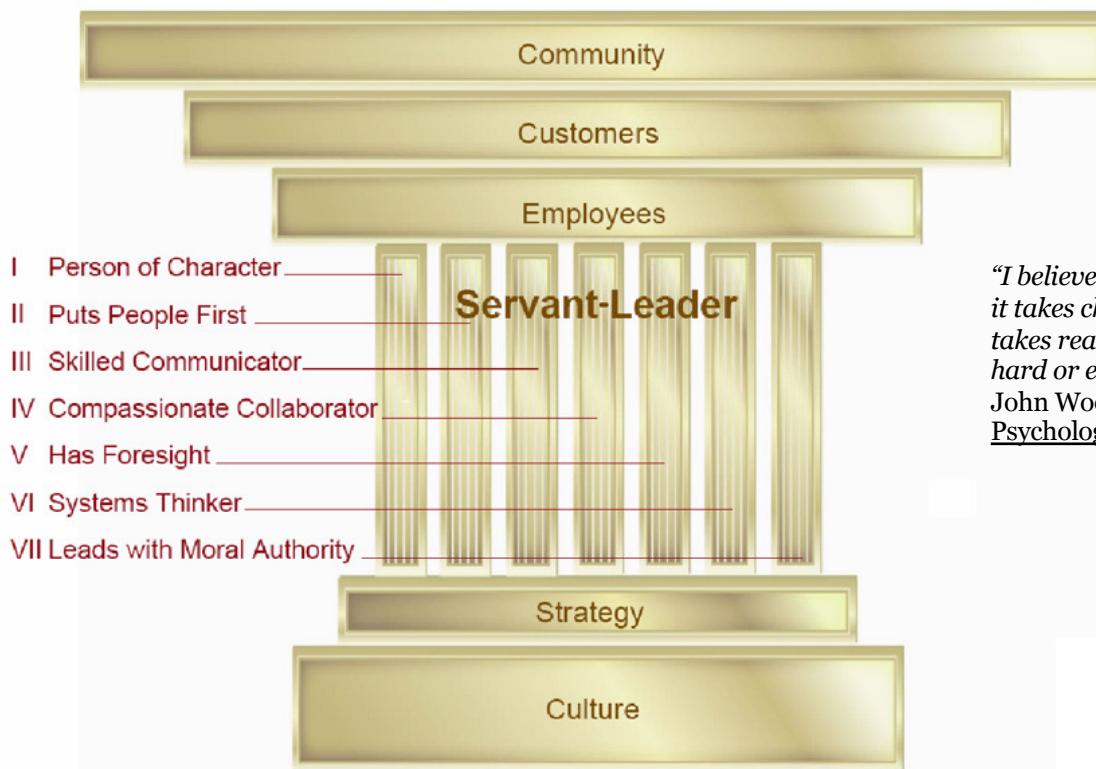
- Folksinger, Playwright and (now) Writer
- Stage Actor, Junk Hauler, Furniture Mover, Legal Assistant, Bookstore Clerk
- Contractor, Office Temp, Stagehand, Set Fabricator, Grocer, Bartender

*“A good hand shows up early. He is present. He listens. A good hand carries the heaviest load every time, takes on the dirtiest, most difficult task and doesn’t complain. A good hand makes the hands around him better. No one is a good hand all the time. You have to make a hand every day. A hand knows his place in the system. In a society organized around consumption, a good hand creates.”* - [The Good Hand: A Memoir of Work, Brotherhood, and Transformation in an American Boomtown](#)

Greg Tutunjian

# What IS (and isn't) Servant Leadership?

## Seven Pillars of Servant Leadership



The Seven Pillars of Servant Leadership: Practicing the Wisdom of Leading by Serving, Don Frick & James Sipe (2015)

*"I believe ability can get you to the top, but it takes character to keep you there. It takes real character to keep working as hard or even harder once you're there."* – John Wooden (Mindset: The New Psychology of Success, Carol Dweck (2006))

# Servant Leadership Defined (10 Characteristics)

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Building Community
- Commitment to the Growth of People

Source: The Robert K. Greenleaf Center for Servant Leadership

# Practicing Servant Leadership

(The Paradoxical Commandments)

- People are illogical, unreasonable, and self-centered. **Love them anyway.**
- If you do good, people will accuse you of selfish ulterior motives. **Do good anyway.**
- If you are successful, you will win false friends and true enemies. **Succeed anyway.**
- The good you do today will be forgotten tomorrow. **Do good anyway.**
- Honesty and frankness make you vulnerable. **Be honest and frank anyway.**
- The biggest men and women with the biggest ideas can be shot down by the smallest men and women with the smallest minds. **Think big anyway.**
- People favor underdogs but follow only top dogs. **Fight for a few underdogs anyway.**
- What you spend years building may be destroyed overnight. **Build anyway.**
- People really need help but may attack you if you do help them. **Help people anyway.**
- Give the world the best you have and you'll get kicked in the teeth. **Give the world the best you have anyway.**

The Paradoxical Commandments, Kent Keith (1968)

# Servant Leadership Self-Assessment (1 of 2)

Please indicate which option (always, never, sometimes) best describes you **currently**. There is no right or wrong answer. This is meant to be a tool to help you see where you can continue to improve on your servant-leader journey.

**I am aware of my own strengths and weaknesses and know how they affect others.**

This *always sometimes never* describes me.

**I do not make decisions based on how much power I can receive from them.**

This *always sometimes never* describes me.

**My leadership style helps people to learn through teaching.**

This *always sometimes never* describes me.

**People have confidence in my ability to plan ahead and anticipate future consequences.**

This *always sometimes never* describes me.

**Those I serve are able to grow as persons by becoming healthier, wiser, and freer.**

This *always sometimes never* describes me.

Adapted From The Case for Servant Leadership, Kent Keith (2008)

# Servant Leadership Self-Assessment (2 of 2)

Please indicate which option (always, never, sometimes) best describes you **currently**. There is no right or wrong answer. This is meant to be a tool to help you see where you can continue to improve on your servant-leader journey.

**People believe that I want to hear their ideas and value them.**

This *always sometimes never* describes me.

**I am committed to helping my colleagues develop and grow in their own ways.**

This *always sometimes never* describes me.

**I am able to create an environment that encourages others to grow and learn.**

This *always sometimes never* describes me.

**While working, I make sure that other people's highest priority needs are being served.**

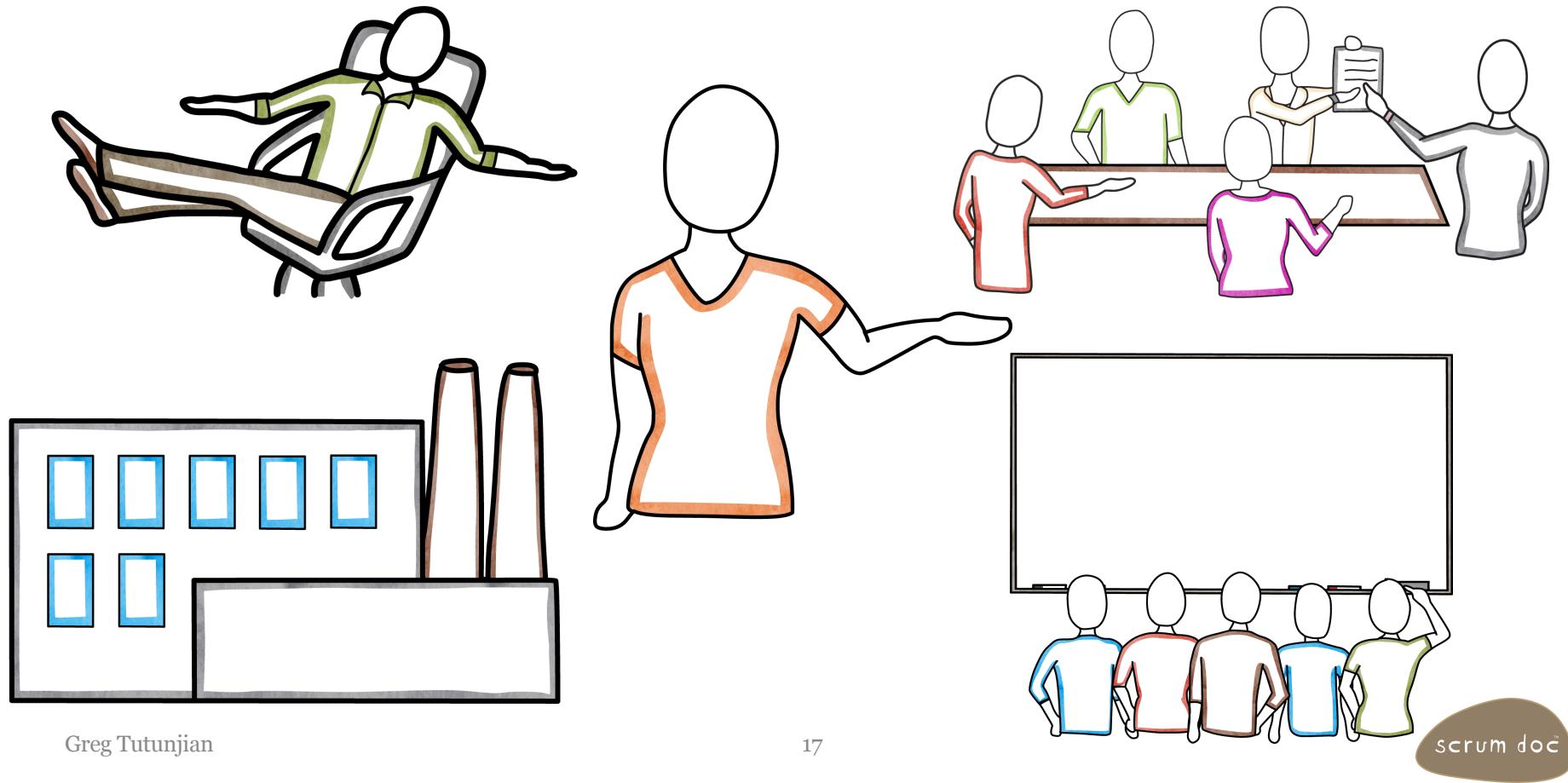
This *always sometimes never* describes me.

**I consider the effect of my service on the least privileged in society.**

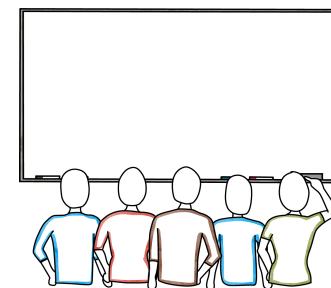
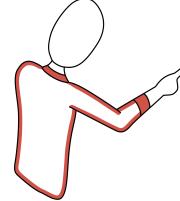
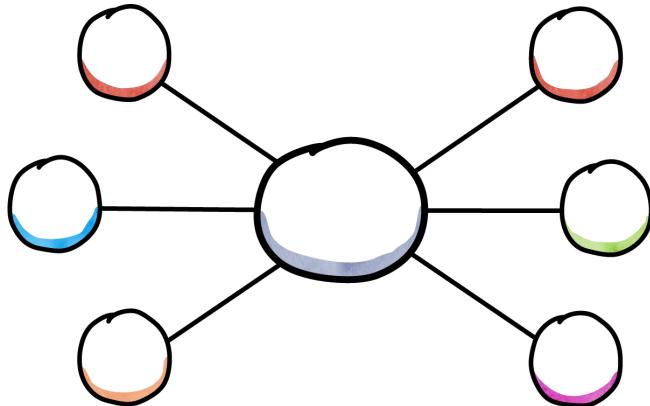
This *always sometimes never* describes me.

Adapted From The Case for Servant Leadership, Kent Keith (2008)

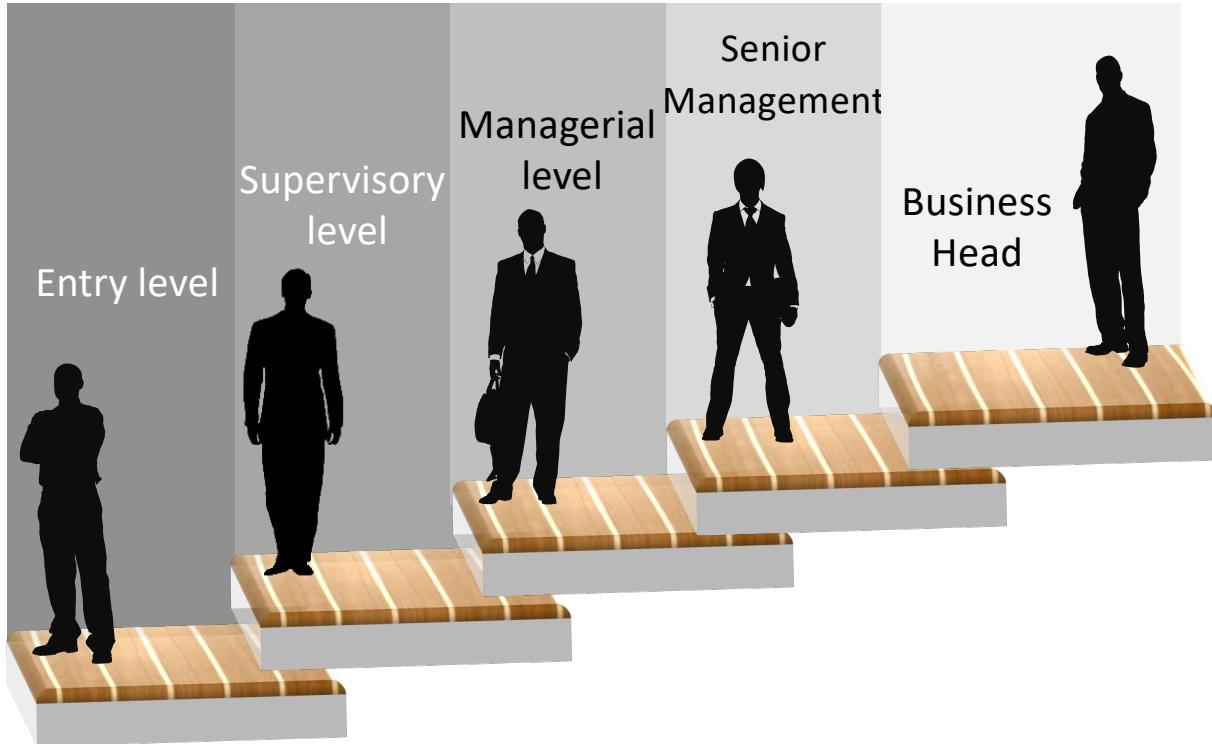
# Who Practices Servant Leadership?



# Distributed

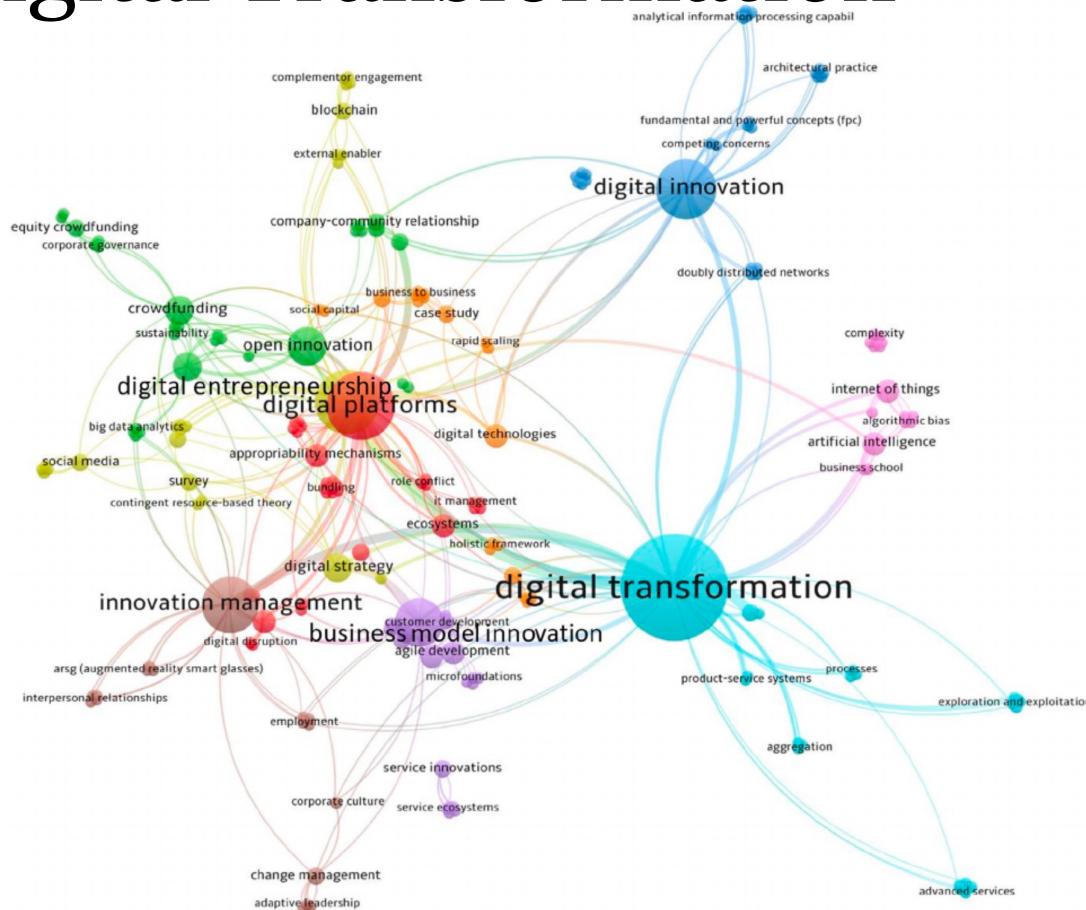


# Disruptive



# Example: Digital Transformation

Product Development & Management Association - Journal of Product Innovation Management, January 2021

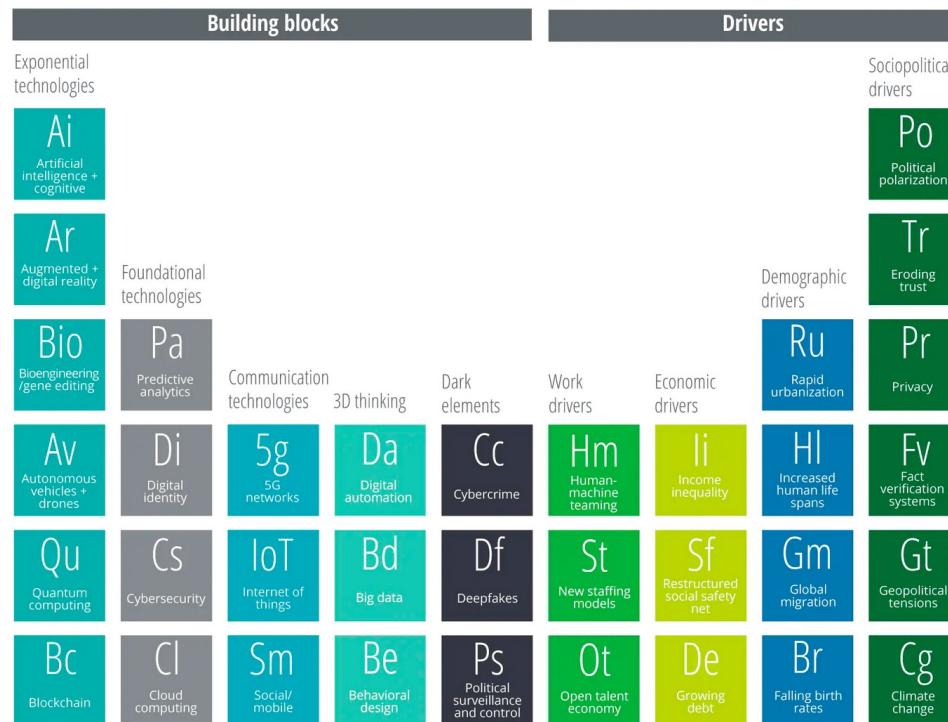


Greg Tutunjian

# Example: Change Drivers

## FIGURE 1 **Elemental building blocks and drivers of change**

*Creating the government of the future Uncovering the building blocks of change to become more anticipatory, human-centered, and resilient (Deloitte Insights, March 2021)*

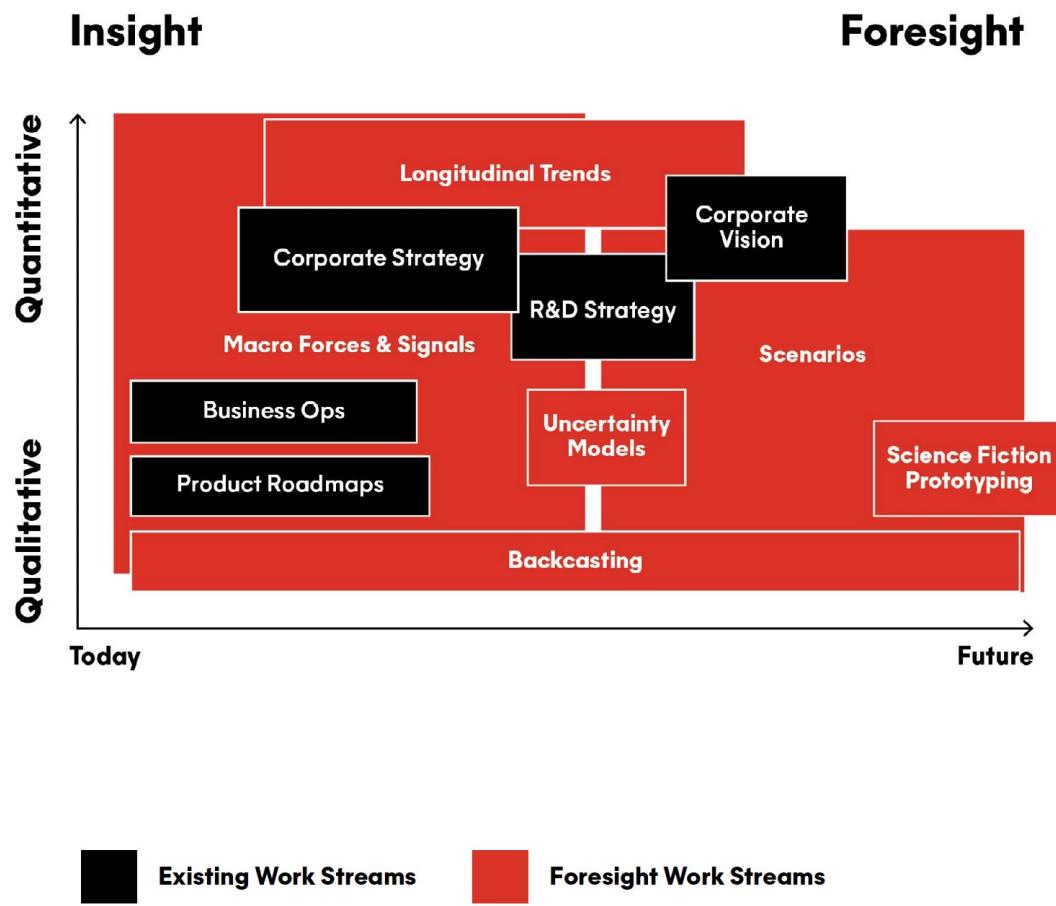


Source: Deloitte analysis.

Deloitte Insights | [deloitte.com/insights](http://deloitte.com/insights)

# Servant Leadership + (Distributed x Disruptive)

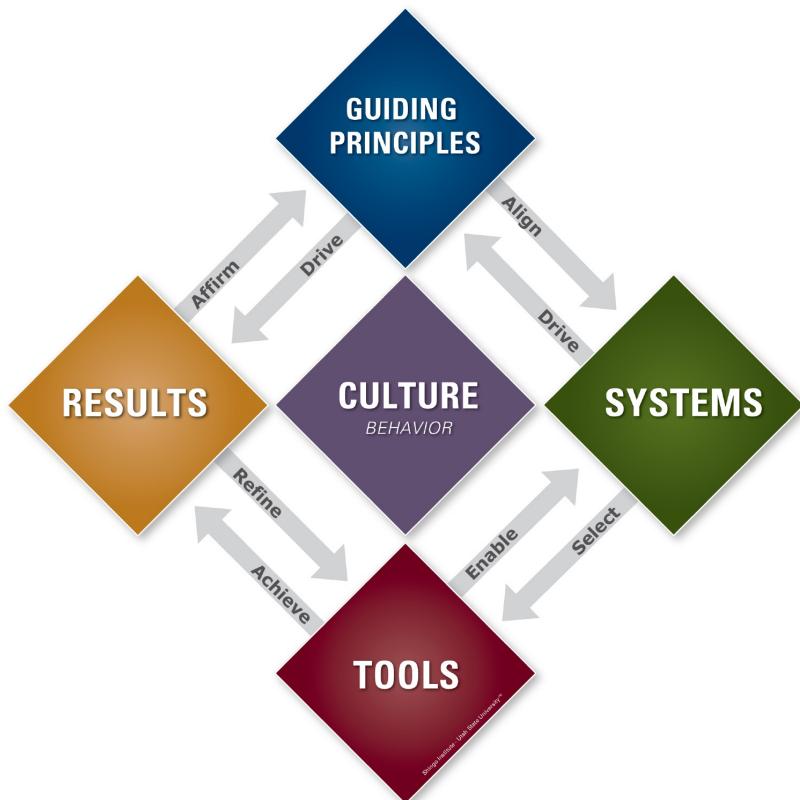
Future Today Institute:  
14<sup>th</sup> Annual Edition, Tech  
Trends Report (March 2021)



Greg Tutunjian

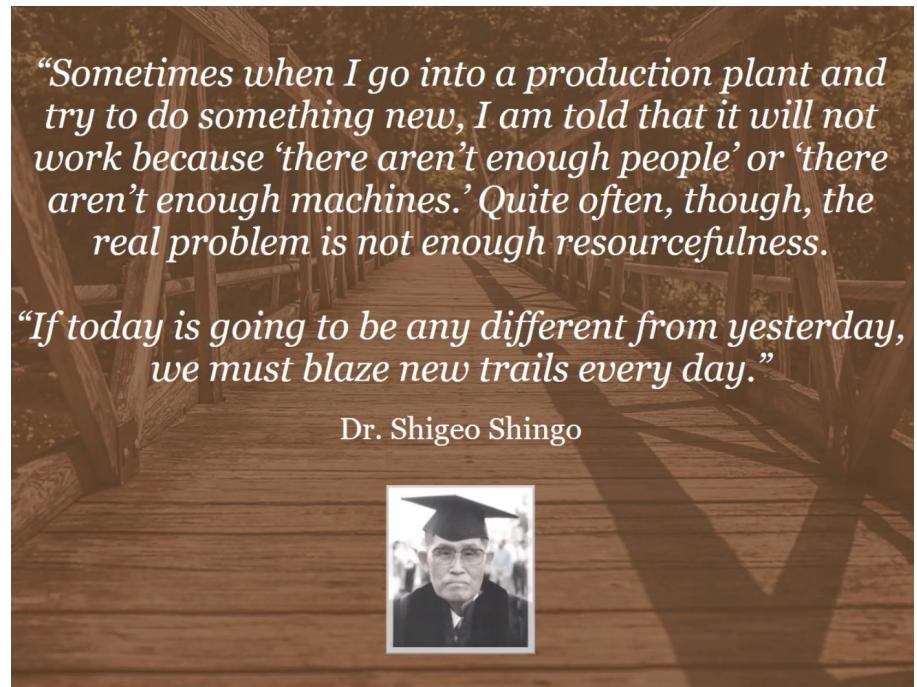
# Servant Leadership + (Distributed x Disruptive)

SHINGO MODEL



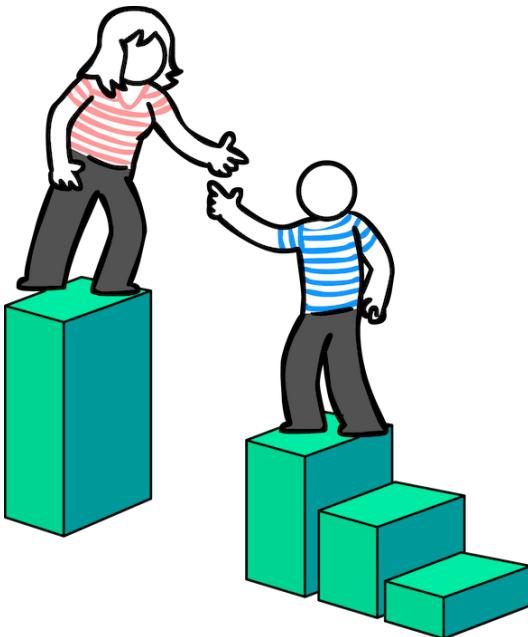
Greg Tutunjian

23



A large, colorful word cloud centered around the word "thank you" in various languages. The word "thank" is in blue, "you" is in yellow, and "thank you" together is in blue. The surrounding words are in various colors and fonts, representing different languages. Some words are in their native script, while others are in Romanized form. The word cloud is set against a white background.

# Acknowledgements



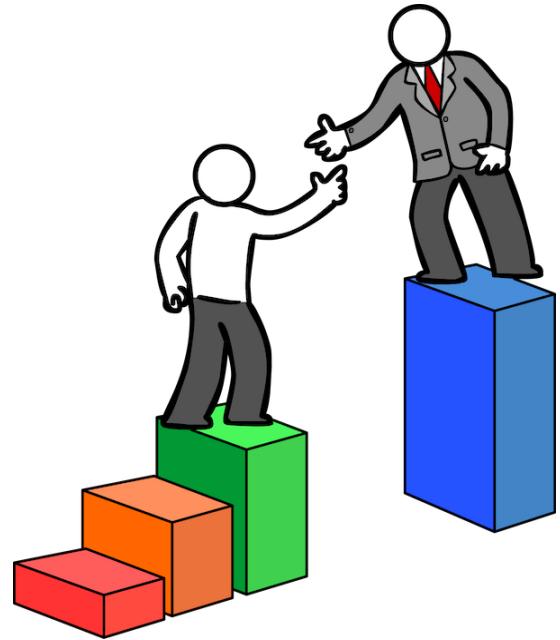
Ellen Wingard

Isabel Lopez

Ken Nelson

Kent Keith

Lesli Lang

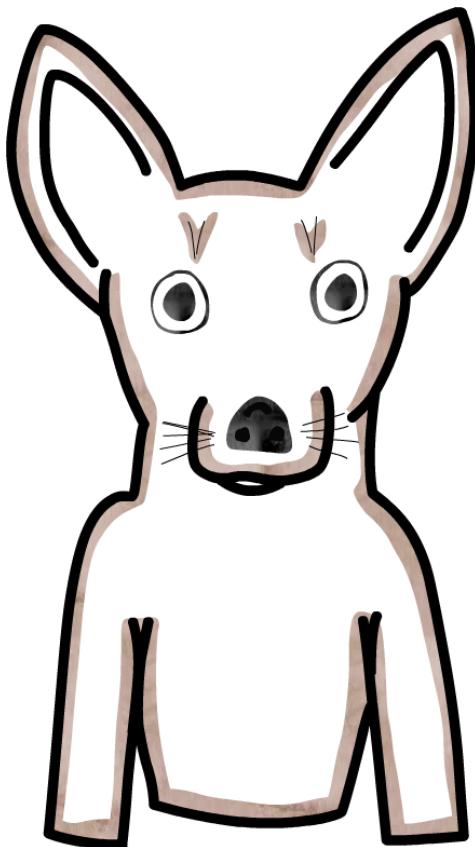


Greg Tutunjian

25



# Questions?



# Additional Resources

To learn (think and practice) more...

# Resources: Servant Leadership

- Robert K. Greenleaf: A Life of Servant Leadership, Don Frick
- Robert K. Greenleaf Center for Servant Leadership: <https://www.greenleaf.org>
- Servant As Leader (blog): <https://servantasleader.wordpress.com/>

# Resources: Distributed + Disruptive

- Future Today Institute: <https://futuretodayinstitute.com>
- Rebel Talent: Why It Pays to Break The Rules at Work and in Life, Francesca Gino (<https://www.rebeltalents.org>, <https://www.rebeltalents.org/the-rebel-test>)
- The Shingo Institute: <https://shingo.org>

# Greg's Contact Details

E-mail: [greg@patterntransformation.com](mailto:greg@patterntransformation.com)

LinkedIn: <https://www.linkedin.com/in/gregtutunjian/>

Twitter: <https://twitter.com/gregtutunjian> (@gregtutunjian)

Newsletter: Text ISOIA to 66866 (lowercase fine)

