

A hand in silhouette is shown reaching down to pick up a chess knight piece from a row of various chess pieces on a board. The pieces are arranged in a line, and the hand is positioned above the knight piece, which is being lifted. The background is a light blue gradient.

# 4<sup>th</sup> Dimension Leadership – a Radical Strategy for Creating an Authentic Servant Leadership Culture

NLC RISC Staff Conference

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Today we lead in a VUCA World

- **Volatility**
- **Uncertainty**
- **Complexity**
- **Ambiguity**



# Why is a Chess Knight the Right Symbolism for Leading in a VUCA World?

- “Play chess not checkers”, when dealing with any complex issue - move beyond thinking about the next move, to think about the move after that and the move after that:
  - \* Understand the ripple impact of decisions - even those ripples that are sometimes hidden from immediate view.
  - \* Anticipate the incredible array of possible moves by others.
- Think about the long term – think about the next generation and the generation after that and the generation after that.
- Act tactically... but think strategically.
- Most versatile piece on the board – only one that can skip over.
- Student becomes the Master.
- Charlemagnes’ 12 noble knights of the round table
- Knight without armor in a savage land – Have Gun Will Travel

<https://www.youtube.com/watch?v=tgvxu8QY01s>



# The Primary Role of a Leader

**Recruit**  
**Assess**  
**Develop**  
**Innovative**  
**Collaborative**  
**Authentic**  
**Leaders**

*Recruiting, Assessing and Developing* are the specific strategies involved in both culture creation and succession planning. *Innovative, Collaborative and Authentic* are the characteristics of the type of leaders who will thrive in our VUCA world of **v**olatility, **u**ncertainty, **c**omplexity and **a**mbiguity.



## Why RADICAL as the acronym?

- Original Latin *Radicalis* – means back to the roots
- Current vernacular means out on the very leading edge
- RADICAL captures the constructive leadership tension between:
  - valuing that the roots of leadership are based in healthy relationships
  - while simultaneously valuing the necessity of being at the leading edge of dynamic change in a VUCA world.
  - Like a guitar string... if you give in to one extreme or the other - no tension... and no music
- Servant Leadership provides the right value system and culture to create and manage the constructive tension between healthy relationships and leading edge innovative thinking that will thrive in a VUCA world.



# Robert Greenleaf's 1970 Essay "the Servant as Leader identified 12 characteristics

## Nurturing Healthy and Trusting Relationships

Listening  
Empathy  
Healing  
Nurturing the Spirit  
Building Community

Committed to the Growth of People

## Leading Innovative Change into the Future

Awareness  
Foresight  
Conceptualization  
Persuasion  
Calling  
Stewardship

Committed to the Growth of People



## 7 Unifying Principles in a Servant Leadership Culture form a Red Thread Winding Through All Training, Policies and Systems

1. Treat everyone with dignity and respect in every interaction.
2. Select team members who strive for professional excellence in every responsibility.
3. Prepare for the future by developing and empowering leaders at every level.
4. Prepare people before you promote them.
5. Seek continuous improvement personally and operationally.
6. Make integrity matter most in every circumstance.
7. Remember that it is not about now...it is not about me...and it never is.



# Transformational Accelerators

1. The extent to which the organization trusts that top executives are truly committed to their stated values and are emotionally engaged in leading the effort.
2. The extent to which leaders have been selected who have high credibility as the kind of leader who could actually pull this off.
3. The extent to which the effort is viewed as long-term rather than one more Management by BS flavor of the month.
4. The extent to which resources are devoted to communication and training at every level of the organization.
5. The extent to which employees understand what is changing, where this is headed, and why it is necessary.
6. The extent to which a game plan is implemented which has measurable and visible markers of progress, but which is not so rapid as to induce anxiety.
7. The extent to which middle management buys in by walking the talk.
8. The extent to which executives are willing to change current operating systems, eliminate mixed messages, and align systems with the desired values and culture.



**The extent to which you succeed in creating, nurturing and protecting the kind of culture you desire to create is largely dependent upon the extent to which you create aligned systems that are consistently adhered to and which reinforce the desired culture.**



## Key Systems that Must be Aligned

- Brand and Reputation Management
- Recruitment and Selection of Employees
- New Employee Onboarding
- Individual Development Plans
- Developing Your People
- Performance Coaching Processes
- Promotional Processes
- Instilling Organizational Culture





## The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."



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A Radical Strategy  
for Creating an Authentic  
Servant Leadership Culture

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