

PILLAR IV

Compassionate Collaborator

None of us is perfect by ourselves... —Robert Greenleaf

A Servant-Leader strengthens relationships, supports diversity, and creates a culture of collaboration.

- Invites and rewards the contributions of others.
- Pays attention to the quality of work-life and strives to build caring, collaborative teams and communities.
- Relates well to people of diverse backgrounds and interests and values individual differences.
- Manages disagreements respectfully, fairly, and constructively.

Core Competencies

1. Expresses Appreciation
2. Builds Teams & Communities
3. Negotiates Conflict

Together
Everyone
Achieves
More

The concurrent workshop at the Fourteenth Annual International Conference of the Greenleaf Center for Servant Leadership was packed full. Ten of us were jammed around a table

suitable for eight. Ann McGee-Cooper and Duane Trammell had just completed a lively icebreaker to kick off their session, "Teaching Servant Leadership: Methods and Materials." Ann and Duane, always gracious in sharing their work, gave us permission to share one of the terrific exercises from the session.

"You are all no doubt familiar with the concept of IQ as a way to measure cognitive capacity and intellect," said Ann. "Some of you are also aware of Daniel Goleman's work on emotional intelligence and the EQ, a measure of emotional and social competence. Today, we would like to introduce the concept of 'team intelligence.' We have created a teamwork simulation to provide you with an opportunity to experience the power and synergy of collaboration."

We were instructed to gather around one of the "Synergy Box" stations in a corner of the room. There, on the table, was a shoebox containing twenty objects. We were allotted a few minutes to examine the items in silence. When we returned to our seats, we were asked to record as much stuff as we could remember on our scorecards. Points were awarded based on the accuracy and specificity of our lists. For example, I (James) wrote "a plastic bag of seeds," so I got one point. However, if I had written, "a zip-lock baggie containing about an ounce of anise seeds," I would have received the maximum five points. I ultimately remembered thirteen of the twenty objects, in various levels of detail, for a total of thirty-nine points.

Now for the *synergy* part. The final step in the activity was to join forces at our table, comparing notes and collectively filling in any missing details. As a result, our team intelligence score reached seventy-nine points, close to the "winning" team's score of eighty-four. Hence, the acronym for team: "Together Everyone Achieves More." It also describes the benefit of collaboration.

Culture of Collaboration

If collaboration is so all-fired effective, why do we see so very little of it in America? I (Don) began to ponder that question a few years ago after an international trip. I was deeply honored when I was asked to speak at the first Asian Conference on Servant

Leadership in Singapore. There, I learned that Sally Chew, Low Guat, and the other impressive Servant-Leaders who had invited me were getting their message out through original programs offered in collaboration with Singapore's leaders in youth programs, education, finance, and even police and security forces. "Wow," I thought. "These folks can teach us something about working together to get things done."

I flew home by way of Japan where Dan, my oldest son, had been living and teaching for five years. It was cherry blossom season, and we joined hundreds of Japanese in a public park, sitting on blankets and watching lovely pink petals float to the ground. Dan told me that the brief, two-week period for cherry blossoms represents the impermanence of life on an island where, historically, earthquakes and tsunamis could extinguish life at any instant. All shared the same peril. As he showed me around, he explained the rituals that bind that society—bowing, removing shoes, following rules that would keep one from dishonoring one's self, family or country. "*Harmony* is the guiding value in Japan," Dan explained. "That's why my Japanese friends are so good at working together."

I found the same sense of harmony when we visited one of Dan's friends, a Buddhist priest who lived with his family on the grounds of the temple he served. He was not only a priest but also a master of the Japanese tea ceremony. As I sat in the simple hut he constructed especially for tea ceremonies and looked out at the impeccably-designed garden that surrounded it, I experienced in my gut something I had learned long ago—even Japanese aesthetics promote harmony. The viewer is invited to identify with the thing being viewed, to experience beauty by transcending the West's traditional subject-object dichotomy.

And then I came home. What a difference!

Within a week, I found myself as part of a group pondering a major issue that would take more time and study than we could afford. Someone suggested appointing a committee to hash it out and come back with possible solutions. Then, one of those members who preferred strong, individual action over messy group processes interjected, "Hey, you all know what a camel is, don't you? A horse designed by committee!" Everyone laughed and then sighed, probably believing in their hearts that he was right.

I suspect a Japanese group would have been puzzled by the comment, but it made perfect sense to an American audience raised on the guiding ethic of rugged individuality rather than harmony. It is foolish to argue that one approach is always better than the other. Both have their glories and their shadows. Besides, American history is replete with stories of how people collaborated for the greater good, while Japan also reveres its historical heroes who acted with individual genius. Yet, maybe America's go-it-alone heroic mythology gets in the way of compassionate collaboration. Perhaps it should be balanced with more collaborative models sparked by the sight of Amish people gathering for a barn-raising, the memory of how Sacagawea and other Native Americans collaborated with the Lewis and Clark Corps of Discovery to assure their survival, or the amazing online collaboration that occurs every day between people who have never met in person.

For Servant-Leaders, the trick is to collaborate by honoring each individual contribution *and* molding them into solutions that serve the common good. As a thought experiment, let's return to the committee member's comment that a camel is a horse designed by committee. Imagine how that collaboration might work successfully....

"The Evolution Committee" has gathered with the assigned goal of designing a horse. Members of the committee include experts in geography, ecology, animal and cellular biology, weather, hydrology, nutrition, mechanical design, cultural anthropology, and a dozen or so other specialties—a diverse gathering of people who normally would not interact with each other. The appointed chair of the committee figures everyone else is smarter in each specialty than she is, so her job is to be "first among equals" and make sure every member can contribute fully to the final horse.

The first issue is to define the problem, understand the context. Where will this horse live? What is it expected to do? What challenges must it overcome to be successful? As it turns out, this horse is expected to operate in deserts and transport people and goods. Okay. What next?

Study deserts and their challenges. Then, brainstorm ways to match the beast to the burden of surviving and thriving in its environment. Geologists point out that an animal big enough to carry people will need lots of water, and there is little to be found in the

desert. That gets biologists going to design ways to efficiently store water in body cells, as well as food stored in fat humps. Ecologists figure ways to measure the horse's impact on the environment, and social scientists wonder about its interaction with human life and culture. Engineers have fun drawing up detailed specifications. Everyone does his or her own thing. Then they consolidate all they know.

The "desert-horse," as they now call this animal, is an impressive creature. It can drink twenty-seven gallons of water in ten minutes and go for ten days on the supply. It is big enough to carry 1,000-pound loads for its human partners, provide milk for their sustenance and lots of dung to fuel their fires. During sandstorms, dense hairs protect the desert horse's ears, while long eyelashes and nostrils by closing nearly shut. The weather expert had surprised everyone by pointing out that deserts can be hot *and* cold, so the insulation and a giant callous on its belly for protection from the hot sand while it rests. The creature also has long legs to distance its body from the hot desert surface while it stands, courtesy of a proud structural engineer?

The horse of the desert has bad breath and likes to spit, but that doesn't seem important for its ultimate mission.

Then someone mentions a rumor that other animals called "horses" live in different environments, and they look different from this horse of the desert. "So what?" asks the Evolution Committee Chair. "We got our job done. It doesn't matter *what* they call it."

Imagine that kind of collaboration on *your* next committee assignment. Every member contributes fully, guided by the final mission, unhampered by preconceived notions of how the result should look or what it should be called. The "Evolution Committee" gives us a model for pure collaboration that responds to stark realities by drawing on the knowledge and inventive genius of each individual.

Collaboration, from the Latin roots *com* and *laborare*, means to "co-labor" or simply, "to work together." But true collaboration is not so simple, as Crislip and Larson point out in their book *Collaborative Leadership*:

A collaborative culture evolves when these values are embedded into the rhythms and routines of everyday practices. That is the how the leadership team operates at Heraeus Vadsalis, Inc., a St. Paul, Minnesota manufacturer of special alloy medical devices. Ask Anja White, chief operating officer, about the company's collaborative decision-making process, and her comments deserve a full hearing.

A Culture of Collaboration in Action

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In all of our decisions, we strive to reach a consensus about "doing the right thing." However, often the manager on the line. Therefore, our definition of consensus decision-making means that while some of us may disagree with the ultimate decision, we agree to support the decision and not undermine it. At the conclusion of any decision-making discussion, we want all parties to leave the room claiming "we" made the decision to do this together, rather than having any manager leave saying, "they decided this, but it if had been up to me, I would have done it differently."

We do this by engaging in a dialogue around the tension between the needs of our five stakeholders: employees, customers, suppliers, shareholders, and the community. For example, before we were acquired by our multinational German parent organization, we had a self-funded health insurance plan. As expenses continued to increase, we faced the question of whether to pass on some of these costs and, if so, how much.

We examined how various options would affect each shareholder group: raising prices to our customers, squeezing our suppliers for cost reductions, finding a lower-cost plan that provided leaner benefits than the current one, letting the shareholder share the cost through reduced dividends, raising premium costs and/or laying off employees, creating hard-

ships and straining the goodwill of our community. A spirited discussion ensued. Some managers on the team felt strongly that under no circumstances should we burden

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Collaboration is a mutually beneficial relationship between two or more parties who work toward common goals by sharing responsibility, authority, and accountability for achieving results. Collaboration is more than simply sharing knowledge and information (communication) and more than a relationship that helps each party achieve its own goals (cooperation and coordination). The purpose of collaboration is to create a shared vision and joint strategies to address concerns that go beyond the purview of any particular party.

Crislip and Larson are right—the collaboration is successful only to the extent that individuals forego the need for personal glory to create a shared vision and joint strategies. Servant-Leaders go beyond the notion of being an effective facilitator or team builder to the larger view of a collaborative culture that is intentionally designed and nurtured throughout the entire enterprise. The Servant-Leader understands how to organize individuals into teams, teams into communities, communities into the success of the whole organization. To contribute meaningfully to the success of the whole organization, to help individuals consistently think and act collaboratively—and on behalf of something greater than themselves—requires a shared belief in the power of team over individual effort, in an atmosphere where people are willing to teach to and learn from each other.

- Trust and respect in everyday situations,
- Egalitarian attitudes among members at all ranks,
- Power based on expertise and accountability,
- Shared leadership where all members take initiative,
- Commitment to the success of other members, rather than just one's own success,
- Valuing of truth and truth telling,
- Commitment to continuous improvement of the whole organization,
- Active learning, and
- Personal responsibility.

our employees with these costs. Traditionally, employees paid a nominal amount each month for this benefit and fully expected this practice to continue. Others felt strongly that it was irresponsible for the organization not to have a higher cost-sharing philosophy. And so it went.

Ultimately, we raised the premium, quite significantly for our measure. We also implemented variations of other options to dilute any one stakeholder's net financial burden. Most importantly, we all believed our decision was righteous, that our process was clean and just. This enabled us to better articulate and stand behind the rationale for our decision.⁴

Engaging in a dialogue around the tension between the needs of our five stakeholders...sounds like Heraeus Vadenais also qualifies as a Firm of Endearment!



Ask Yourself

- Do I *really* believe collaboration can be more effective than powerful individual action?
- What would I need to change in my thinking to begin considering collaboration as a first option?
- Specifically, what have I lost by *not* collaborating those times when I could have?
- Am I willing to check out at least three websites or books on the subject of collaboration in the next week?



1. Expresses Appreciation

Everyone appreciates appreciation. Research shows that a majority of employees value continuous positive feedback and appreciation more than any other workplace perk, including compensation. Network professionals involved in a 1999 Lucent

Worldwide Services survey said that working for a company that maintains strong cultural values is of equal importance to receiving monetary recognition for achievement.⁵

Better yet, when a company's corporate culture values enterprise-wide employee recognition and praise (a "positive culture") it translates directly to the bottom line—big time. Kotter and Heskett conducted an eleven-year research study summarized in their book *Corporate Culture and Performance*. They found that companies that maintained a positive and collaborative cultural influence over customers, stockholders, and employees did better economically than companies that did not maintain similar positive cultural traits. This translated into an increase in revenues by an average of 682 percent, an expansion of the workforce by an average of 282 percent, and growth in company stock prices by an average of 901 percent.⁶ Big, big time!

Unfortunately, there is a significant gap between how employees are currently recognized in the workplace and how they actually want to be recognized. In a recent national survey conducted by Robert Half International, "limited praise and recognition" was ranked as the primary reason why employees leave their jobs today, ahead of compensation, limited authority, and personality conflicts. Other studies show instant recognition, and verbal and written praise for good performance were powerful incentives.

Tips on how you can help your employees feel valued include:

- Offer employee reward options
- Identify what is meaningful to your employees
- Keep recognition programs fresh
- Train managers on recognition best practices
- Recognize *all* levels of employees
- Give recognition consistently
- Develop a peer-recognition program

We have offered a few guidelines for giving feedback in the Pillar III chapter. Here are some additional tips on giving praise.

1. *Praise with a Purpose.* The purpose of praise is to reinforce positive performance, increase morale, motivation, and productivity. Praise is not the same as a compliment. Telling an employee you like her new glasses is a compliment. Telling her you appreciate her contribution to helping you stay organized and on schedule is effective praise.
2. *Be Specific.* "Good job, way-to-go, all right dude!" may be welcome recognition. Better yet, "What an awesome procedure you developed for minimizing customer service call wait time!" Be brief and to the point.
3. *Consider the Receiver.* The example above suggests that the purveyor of appreciation is speaking using a "generation-sensitive" vocabulary. It helps to be aware of the personality and feelings of the receiver of your recognition. Sam might appreciate a quiet hallway conversation. Sarah may prefer a banner and balloons.
4. *Be Sincere.* Make sure your praise is heartfelt, proportionate, and timely. Most people can spot a phony or a brown-noser.
5. *Do it Often.* Do not wait for the momentous occasions. Celebrate small successes—frequently, consistently, and conscientiously. Expressing appreciation is one way a Servant Leader acts on his commitment to the growth of others. It is also good business.



Ask Yourself

- How did I feel the last time someone expressed heartfelt appreciation to me?
- If I want to pass that feeling on, who are three people I can honestly express appreciation to *today*, following the five guidelines?



2. Builds Teams and Communities

The last seventy years have produced libraries of research about teams—how to build, start, manage and support teams and team members, how to keep teams "on task," and more. This has been augmented by even more data on the dynamics of groups that aims at transforming individuals rather than completing a shared team task. In any organization, teams come and go, but they are all charged with delivering products, suggesting policy, solving problems or projecting future needs.

Robert Greenleaf was an expert on leadership in groups. He believed that Servant-Leaders should understand that any given group will have multiple leaders who serve different roles. Here are the more important leadership roles he outlined:

- *Mediator.* Intervenes in disputes and forms a basis for resolution so the work of the group can go on. Greenleaf saw this as "usually a subtle and inconspicuous role, but one of inestimable value."
- *Consensus finder.* The rare person who is patient enough to try a different "language" to state the consensus idea with which all can agree.
- *Critic.* One who finds logical flaws or sometimes states what others do not want to admit, like "Hey, this isn't working!" A destructive critic can hurt more than help, but one should still see the critic as a leader with gifts to contribute to the group.
- *Meliorator.* The person who is willing to allow his or her love for others to show, and who seeks good feelings. "With as many abrasive people as there are around," says Greenleaf, "nothing would move without the meliorators."
- *Keeper of the conscience.* Those who "hold the work of the group solidly within a context of values and belief that all accept as necessary for the work they want to do."
- *Process watcher.* One who observes the overall group process and leadership roles and takes quiet action to address any malfunctions or deficiencies.

- *Titular head.* The appointed chairperson or chief, necessary because team members need to understand who decides routine matters, who holds group members to agreed-upon protocols, and who speaks for the group to the wider world.

Greenleaf's analysis of team leadership roles is more radical than it may appear. First, notice that several of the leadership roles he considers important, like critic and process watcher, are the bane of most traditional-minded leaders who value tight control and who frequently describe those pesky critics as a "pain-in-the-you-know-what!" With that attitude, the leader and the entire team will miss valuable contributions to their joint work.

Second, the role we usually associate with "team leader" is only one out of seven leadership roles. In fact, Greenleaf says that "If all the other roles are well cared for, the titular head may be a quite nominal role."⁸

Third, this view of team leadership invites each member to take on a leadership role consistent with her experiences, skills, temperaments, and interests. If all of the roles are carried out well, Greenleaf says the group "may seem to be leaderless. But, in fact, such a group or team may be the most intensely led of all."⁹

In addition to the role of compassionate collaborator, a Servant-Leader helps group members develop the skills to identify and eliminate any barriers to group's success and helps them solve any interpersonal problems that may prevent the group from maintaining high-quality interactions or diminish group cohesiveness.

Clearly, this view of team leadership is not for those who want to use a group role to satisfy ego. It is for Servant-Leaders who value the best outcomes over personal gain and acclaim; in short, leaders with moral authority.

Guidelines for Group Effectiveness

Wendall Walls wrote, "Collaboration is not the handing out of paintbrushes so others can paint your fence. It is not an example of 'many hands make light work,' nor is it an example of 'too many

cooks spoil the broth.' It is hard work. It is worthwhile work. It is worthwhile work because it makes good things happen."¹⁰

How will you know if yours is a high-quality, high-performing team? By measuring its performance against a set of standards, like the following:

1. *Goal Setting.* To increase the level of commitment toward the successful accomplishment of group goals, the goals should be cooperatively developed, relevant to the needs of the team (and the organization), and clearly understood.
2. *Communication.* Respectful, direct, clear, and accurate two-way communication is the basis of all group functioning and interaction. Open expression of thoughts, feelings, and needs is expected and rewarded. Communication is *not* clear and accurate if the group avoids conflict.
3. *Participation.* Participation and leadership are equally distributed among all group members. Everyone accepts the responsibility to meet goals, respect each other and perform. The leader makes sure that the talents and resources of each group member are being optimally utilized.
4. *Decision-Making.* Consensus is the most valuable approach to making decisions in a group, especially decisions with great import. However, decision-making procedures need to be flexible, and must be matched with the situation. Different methods may be used at different times. Regardless, each group member is allowed ample opportunity to weigh in on every decision.
5. *Problem Solving.* Controversy, tension, and conflict are inevitable in all groups and should therefore be expected, even encouraged. This is a lesson Quakers learned during nearly 400 years of evolving and practicing the rules for consensus decision making. Conflicts must be aired and addressed in a way that encourages a solution everyone can live with.

6. *Interpersonal Effectiveness.* Group members value emotional intelligence, self-confidence, emotional maturity, and authenticity.

7. *Cohesiveness.* Members enjoy being in the group and feeling safe. Because of mutual positive regard, inclusiveness, high morale and *esprit de corps*, they are willing to take risks. They feel free to fail.¹¹

These principles all came together dramatically in an unlikely venue—the Ferrari racing team.

Say the word “Ferrari” to a car enthusiast and you will get a swoon. The marquee’s glorious designs and legendary successes on racetracks—especially the Formula One (F1) circuit—make the hearts of gearheads beat fast. But it was not always so.

In 1968, Fiat bought 90% of Ferrari’s road car business and 50% of its racing division—called Scuderia Ferrari—from founder Enzo Ferrari. Until then, Ferrari was known as the flashy, passionate Italian manufacturer with a string of unprecedented racing wins, but after its merge with Fiat, the Scuderia Ferrari racing group slowly lost ground, for many reasons. First, Enzo Ferrari retained control of racing activities and his inherent conservatism and autocratic style hampered healthy collaboration, as did internal bickering and political intrigue. Engineering was usually a year behind the times: one year a magnificent engine was installed into a poorly-designed chassis and two years later the engine was unworthy of its brilliant chassis. Drivers with high promise turned in mediocre performances or, like Gilles Villeneuve, died in accidents.

And plain old bad luck intervened. In 1990, Gerhard Berger, a Ferrari employee, quipped, “Stand outside the Ferrari factory and you wonder why they don’t win every race. Stand inside the factory and you wonder how they manage to win any races.”¹²

That changed in 1996 when Ferrari hired German World Champion driver Michael Schumacher and gave him a free hand to assemble a world-class “dream team” to turn around Ferrari’s fortunes. Schumacher first snagged the English technical genius Ross

vinced Roy Byrne to scuttle plans to tool around the globe in a sailing boat and become his chief engineer. Jean Todt, who had come to Ferrari from Peugeot three years earlier, was invited to bring his organizing genius to the team. Most importantly, however, the dream team changed the culture inside Ferrari. Every employee was indispensable! A janitor was as important as the chief designer. This was not rhetoric, but fact, and was reflected in policies that invited everyone to be part of a passionate team.

Years later, Technical Chief Ross Brawn remembered the Ferrari team’s decision-making process:

Every last detail is critical.... You cannot be weak in the tangibles, like the design of the car, and you cannot be weak in the intangibles.... Whatever you felt you could achieve you’ve then go to go out and find another 10 per cent.... We all knew that we had to do it and we knew the other guys were doing it, so that if you were not doing it, you would be letting your side down. It was great to be a part of the mind-set; a group where we were all giving absolutely everything.¹³

Every employee felt important—*was* important—and their passion, collaboration and dedication showed results. Schumacher was runner up for the World Championship the next two years and went on to drive Ferrari cars to five consecutive Driver World Championships and six consecutive Constructors Championships. Neither feat had ever been accomplished before.¹⁴



Ask Yourself

- Which of Greenleaf’s group roles do I normally take on? Which should I try out more often?
- Would I feel secure in a group with seamless, shared leadership, or do I prefer a group with a strong leader? How often do I try to impose my preference for group

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- leadership style on others who may not agree? What would a Servant-Leader do?
- How does my current team stack up against the seven standards for a high-performing team? If I am not currently on a team, how did my last team measure up?
- Am I willing to teach the seven standards to other members of my team at our next meeting?



3. Negotiates Conflict

Men, women, and children. Black, white, red, yellow, brown. Some live in the country, others live uptown. A Catholic, a Buddhist, a Protestant, a Jew. Sasha orders a beef kabob, Drew gets vegetable stew. Just imagine all of the ways that people differ. Our world contains an incredible assortment of individuals, families, and communities. "Variety is the spice of life!" is a cliché—because it is *true*.

Fortunately, our differences need not keep us apart. As we live and work with others, as we play and pray together, we become aware of the many ways in which we are alike. We realize how friendship, laughter, love, and a common purpose can bring us closer. We learn to value our diversity.

And yet, our differences sometimes cause us to disagree. Julie wants to consolidate the purchasing department; Jerry suggests expanding it. Eli lends a co-worker his stapler; Lamont thinks it's a gift. Each day we experience at least one disagreement, argument or misunderstanding. Conflict is an unavoidable fact of life!

Whether conflict works for you or against you depends on how you choose to deal with it. Positive approaches to conflict can help you protect your interests, freeing you to take action and solve problems. On the other hand, conflict can be mishandled. It can storm out of control and cause harm to you and others.

Compassionate collaboration will not happen if you hold on to the old ways of handling conflict based on "I win, you lose!" Let's explore alternatives, and begin with an understanding of how you tend to manage conflict.

How Do You Act in Conflicts?

We learn about managing anger and conflict during childhood. At one extreme, children are taught that anger and conflict are not okay. They may end up stuffing their anger and avoiding confrontation. At the other extreme, kids see anger and conflict handled aggressively and violently. They may have been encouraged to use force to solve their problems.

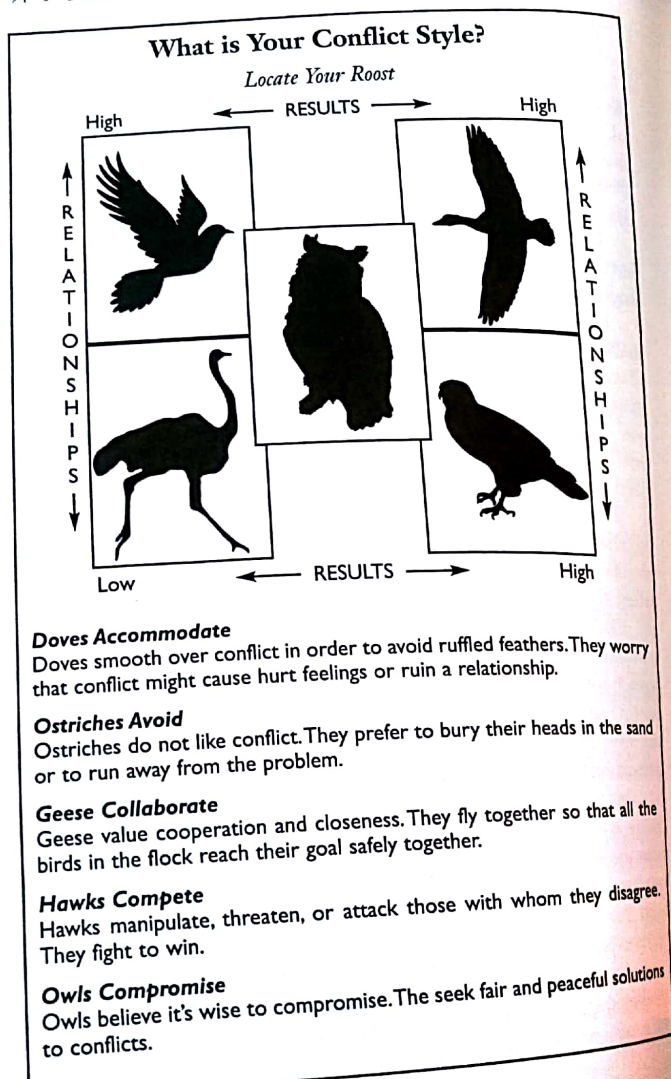
Other children fall somewhere in between these extremes. They have been shown healthier and more productive outlets for their anger and frustration.

How do *you* act in conflicts? What were you taught about anger and confrontation? Do you try to win an argument at any cost, even if it means straining a relationship or losing a friend? Or do you easily give in, afraid that if you stand up for yourself the other person might not like you? Do you see a conflict as a shared situation and search for solutions that both of you can accept? Or do you pretend that the problem does not exist?

The refusal to admit to disagreements can be as destructive as aggressive confrontation. We have been in group meetings with clients where no one in the room would admit to conflicts, even when the boss was not present. In one case, the employees admitted that they thought it "wasn't nice" to bring up problems. In another, they finally admitted that they were afraid they would pay a price for stating anything that could be interpreted as challenging power. Yet even the Quakers, who practically invented consensus decision-making, stress that consensus will not work unless every person surfaces disagreements so they can be dealt with honestly.

On the graph "What is Your Conflict Style?" on the next page, locate where you tend to "roost."¹⁵ Be honest! If you want blunt honesty, ask someone where *they* see you roosting. By following the two axes of "relationships" and "results," you can see that geese are most successful at getting results because they have both a high "results" and a high "relationship" factor.

Even geese can blow it if they get mad at each other and refuse to cooperate. All of us birds occasionally need to go back to basics and remember how to manage our anger when it arises.



Managing Your Anger

Anger can get in the way of Servant-Leader responses, like listening with presence and using persuasion rather than coercion, yet anger is a natural and acceptable feeling experienced by every human being. While we are learning advanced competencies of Servant-Leaders, let us also review the basics of an emotion that can spoil your day and cause others to wonder how much you really believe this Servant Leadership stuff.

Anger provided our ancestors with a useful tool for survival in a dangerous environment. The powerful physical and emotional energy of anger bolstered courage to defend loved ones from an enemy attack. It helped speed escape from a hostile beast.

Today, just as in times past, whenever you perceive a threat to your well-being—whether from a cruel boss or a sarcastic co-worker—anger energizes you and prepares you to stand up to the problem or to expediently withdraw from it.

Even though we all get angry, not everyone expresses angry feelings in quite the same way. Whether *your* anger is helpful or harmful depends upon what *you* decide to do with it. The positive use of your anger energy can help you protect yourself, allowing you to take action and solve problems. On the other hand, negative expressions of your anger may storm out of control and can cause damage to you and others.

If your angry feelings are not handled properly, they can eventually show up in harmful ways. THE CHILL DRILL®, explained later, helps you take control of your anger and channel it positively. This useful, effective anger management technique helps you calm your body's anger energy and lets you focus your mind on positive thoughts and constructive solutions.

Take Control of Your Anger

Some people mistakenly believe that angry feelings are caused by people, situations, or events outside of themselves. They may exclaim, "You make me so angry!" or "She really hurt my feelings!"

Your angry feelings are *not* caused by other people or events but rather are caused by your own thoughts *about* other people or

events. Angry responses are determined by how you choose to interpret a situation.

For example, let us say a co-worker keeps criticizing the way you keep your workspace. Lisa hates it when this happens. She thinks, "I wish she'd stop picking on me all the time, all she ever does is nag."

This is called an *anger trigger thought*. Lisa has chosen to respond to her co-worker's criticism with anger. As a result, her negative interpretation causes her to become even more defensive and upset. And, if she's not careful, Lisa might lash out at her colleague and say something to make matters worse.

On the other hand, Lisa could choose to hear her colleague out. Remaining calm, Lisa might tell herself, "I hate being yelled at, but she's right, my work space *does* look like a tornado went through it." Instead of getting angry, Lisa chooses to reply, "You're right, it wouldn't hurt me to tidy up my space a bit."

Know Your Anger Warning Signs

When you experience a problem in your life—whether it's a minor hassle or a major threat, your body reacts in predictable ways.

Your breathing changes and your heart races to pump extra oxygen to your brain for quicker thinking, and to your muscles for extra strength. You may feel a rush of adrenaline, a powerful chemical that stimulates and energizes your whole body. Certain muscles become tense, preparing you for action: the face frowns, the jaw tightens, fists begin to clench. Your body's temperature also changes. You may begin to sweat or shiver.

These are just a few of your body's anger warning signs. They signal to you that something is wrong and needs correcting, just like the warning lights on a car's dashboard. These physical changes are important cues that notify you to take control of your anger before it takes control of you.

Introducing THE CHILL DRILL®¹⁶, an instant calming technique for controlling the automatic responses of fight or flight or freeze that is grounded in extensive neurological and physiological research. Learn it for yourself and teach it to your children.

To use THE CHILL DRILL®, you must first learn to recognize your own anger warning signals.



Ask Yourself

What are *my* anger warning signs?

Anger Trigger Thoughts: _____

Body Warning Signs: _____



These are your special cues to begin THE CHILL DRILL®. For example, Miguel knows he's getting angry when his cheeks start getting warm (body sign) and when he says to himself "this isn't fair" (trigger thought).

Calm Your Body's Anger Energy

1. CHILL: When you first become aware of your anger warning signs *tell yourself to "CHILL."* Thinking "Chill" is your cue to pay attention to what is happening in your body and mind so you can begin to calm and control yourself. "Chill" also reminds you that you have choices about how to respond to your anger.

2. BLOW (Breathe): When you are faced with a disturbing, tense, or scary situation, your breathing changes: you may briefly hold your breath, or your breathing may become rapid and shallow.

Thinking "Chill" is your cue to *take a balloon breath*, to breathe as if you were blowing up a balloon. Blowing up a balloon requires strong, steady breaths as you inhale through your nose, and uses the muscles in your stomach as you exhale through your mouth. This is also called an "abdominal breath" or a "cleansing" breath. This is the most

events. Angry responses are determined by how you choose to interpret a situation.

For example, let us say a co-worker keeps criticizing the way you keep your workspace. Lisa hates it when this happens. She thinks, "I wish she'd stop picking on me all the time, all she ever does is nag."

This is called an *anger trigger thought*. Lisa has chosen to respond to her co-worker's criticism with anger. As a result, her negative interpretation causes her to become even more defensive and upset. And, if she's not careful, Lisa might lash out at her colleague and say something to make matters worse.

On the other hand, Lisa could choose to hear her colleague out. Remaining calm, Lisa might tell herself, "I hate being yelled at, but she's right, my work space *does* look like a tornado went through it." Instead of getting angry, Lisa chooses to reply, "You're right, it wouldn't hurt me to tidy up my space a bit."

Know Your Anger Warning Signs

When you experience a problem in your life—whether it's a minor hassle or a major threat, your body reacts in predictable ways.

Your breathing changes and your heart races to pump extra oxygen to your brain for quicker thinking, and to your muscles for extra strength. You may feel a rush of adrenaline, a powerful chemical that stimulates and energizes your whole body. Certain muscles become tense, preparing you for action: the face frowns, the jaw tightens, fists begin to clench. Your body's temperature also changes. You may begin to sweat or shiver.

These are just a few of your body's anger warning signs. They signal to you that something is wrong and needs correcting, just like the warning lights on a car's dashboard. These physical changes are important cues that notify you to take control of your anger before it takes control of you.

Introducing THE CHILL DRILL®¹⁶, an instant calming technique for controlling the automatic responses of fight or flight or freeze that is grounded in extensive neurological and physiological research. Learn it for yourself and teach it to your children.

To use THE CHILL DRILL®, you must first learn to recognize your own anger warning signals.



Ask Yourself

What are *my* anger warning signs?

Anger Trigger Thoughts: _____

Body Warning Signs: _____



These are your special cues to begin THE CHILL DRILL®. For example, Miguel knows he's getting angry when his cheeks start getting warm (body sign) and when he says to himself "this isn't fair" (trigger thought).

Calm Your Body's Anger Energy

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effective way to release the buildup of carbon dioxide in the brain, which contributes to growing feelings of anxiety.

After a few balloon breaths, return to normal breathing.

3. [Relax your] FACE: The look on your face shows other people how you *really* feel, more so than your body language, tone of voice or even the words you say. As your anger grows, your face may give off negative or hostile messages that could make the situation worse. Relax your facial muscles. *Try to make a positive face.* The two muscles that control your smile are connected to the pleasure centers in your left cortex and to the vagus nerve which controls your heart rate. A relaxed, positive face signals your brain's facial nerve to release the chemical acetylcholine, which jump-starts your body's natural calming abilities.

Use a mirror to practice changing your face from an angry expression to a positive or neutral one. It will feel silly at first, but eventually you will be able to do it naturally, on command. Keep this positive look as you continue THE CHILL DRILL®.

4. [Get some] SPACE: We all have a personal comfort zone, an invisible boundary around ourselves. When someone steps over that imaginary line and enters our personal space, it can feel quite unpleasant, especially during a conflict. This is what it means to "get in someone's face," or to be "too close for comfort."

When you are angry, it is important to give yourself and others enough space to maintain that comfort zone. Take a step back and place your body in a balanced position. Remain in an open and relaxed posture to be sure that you do not look threatening. Your body should be saying that you are willing to work out your differences.

Getting space also addresses the need to mentally step back, to take some time to reflect on constructive action steps. Reflection will produce insights that may allow you to successfully resolve the challenge that stimulated your calm/right response in the first place.

Focus Your Mind on Positive Action

1. CLAIM Your Anger: Your angry feelings are *not* caused by people, situations or events outside yourself. Blaming others for "causing" you to feel the way you do prevents you from taking control of your own anger. Instead, take responsibility for your thoughts, feelings, and reactions and for any part of your behavior that may have contributed to the problem. Pay attention to your second thoughts.
2. NAME the Hurt: Your angry feelings often protect you from the emotional pain caused by feeling hurt. For example, anger can defend you against the feelings of fear, shame, loneliness, and frustration. *Identify your hurt feelings.* Recall the list of vocabulary words in the previous chapter. What are you *really* feeling under your anger? Search for ways to soothe your discomfort. As you push back against the brain's limbic system which is fueling your anger, your frontal lobes—where you do your creative problem solving—are more capable of finding a constructive solution to your problem.
3. TAME Your Anger: Think about what else you can do to take the edge off your anger. Gain distance from the situation to get a different perspective. Consider things that make you calm—take a long walk, count slowly to ten, say a prayer. Contain your anger. For example, practice abdominal breathing by thinking about blowing up a balloon with all your anger. When the balloon is full, mentally let it go and watch it drift away.
4. Make a PLAN: Anger lets us know that something is wrong and needs correcting. Anger warns us of threats, danger, and pain. Therefore, when you become angry, determine what you can do to relieve your hurt and angry feelings. *Focus on solutions.* Make a plan and then take positive actions. Know when you need to ask others for help.

Principled Negotiation as Collaboration

In 1979 the Harvard Law School established the Harvard Negotiation Project. In 1991, HNP director Roger Fisher co-authored *Getting To YES: Negotiating Agreement Without Giving In*.¹⁷ It included principles like: Don't Bargain Over Positions, Separate the People from the Problem, Insist on Objective Criteria, What if They Won't Play? and an idea considered novel at the time by seasoned negotiators, Best Alternatives to a Negotiated Agreement. The book, based on a traditional paradigm of winning and losing, was a best-seller. But Fisher realized that something was missing—emotions. In 2003 he corrected that by co-authoring another book: *Beyond Reason: Using Emotions as You Negotiate*.¹⁸ This book advises negotiators to be aware of five core concerns that stimulate emotions in their counterparts—the need for appreciation, affiliation, autonomy, status, and role. By inviting hard-core negotiators to get out of their own skins and understand the emotional needs of others, the Harvard experts are dangerously close to teaching that negotiation is a mature form of collaboration!

We contend that at its best, even negotiation is really a kind of collaboration for a common goal.

Peace R.U.L.E.S!TM Negotiation Guidelines¹⁹

Some techniques for bargaining and resolving conflicts simply work better than others, especially for Servant-Leaders. If you observe the following Peace R.U.L.E.S!TM guidelines, you are much more likely to reach a respectful and satisfying agreement with the other person.

- **Remain Calm.**
Pick the right time and place for your negotiation. Make sure that you feel ready to calmly and respectfully approach the other person and are able to engage in a sensible discussion of the problem.

Practice THE CHILL DRILL[®] to control your body's anger energy and to focus your mind on positive solutions. Agree to a timeout signal beforehand, in case either of you

becomes too upset to maintain a respectful, productive conversation.

- **Unto Others As Yourself.**

Remember the Golden Rule: "Do unto others as you would have them do unto you." Treat the other person as you would like to be treated. Avoid hostility, put-downs or threats. *Attack the problem, not the person.* Do not blame. Instead, take responsibility for your part in the conflict.

- **Listen To Understand.**

When you are angry, it is difficult to simply listen to the other person. You are probably more concerned with convincing him of your side of the story than you are with listening to his view. Remember to apply the key principles of Servant-Leader listening: Respond to the problem by listening *first* and practice empathy through reflective listening. The most important skill in the negotiation process is the ability to see the problem situation as the other side sees it.

- **Expect Success.**

Successful negotiators enter the conflict resolution process with positive attitudes and expectations. They clearly communicate their intention to cooperate and their expectation that fair and satisfactory win/win solutions can be found. When you express feelings of warmth and optimism, you help the other side feel less defensive and more receptive to your point of view.

- **Seek Outside Support (S.O.S.).**

Sometimes a conflict is so big or deep a solution seems hopeless. Ask someone to help you work through your thoughts and feelings. A caring, objective third party skilled in mediation can make a big difference.

Peace Plan: Steps To Making Peace

Once you have identified a mutually agreeable set of negotiation guidelines, use the following format to discover a mutually agreeable solution to the conflict.

1. Agree to Rules: Review and discuss Peace R.U.L.E.S!TM together, with the help of a third party if necessary. The exact wording of the rules is not important. What is important is that you both agree upon and stick to the conditions of your negotiation.

2. Share Your Views: Every misunderstanding has at least two points of view. To reach a mutually satisfying settlement, you must define your conflict in a way that both of you can accept.

After Peace R.U.L.E.S!TM have been established, one person describes her perception of the problem. Each party takes turns sharing facts and feelings. Using the skills of active listening and assertive speaking, try to understand the conflict from the other person's perspective. Put yourself in her shoes. Some mediators suggest that you reverse your roles and attempt to argue the other person's case. This is made easier by actually switching chairs and viewing the situation from "where the other person sits."

3. Discuss Solutions: You are now ready to identify a solution to the conflict. Each of you takes turns coming up with as many alternatives as possible. Neither side comments on whether an idea is good or bad. Every suggestion is listed. Get creative, even outrageous! It really helps if both of you sit on the same side of the table to "face the problem" together, having in front of you some kind of writing surface for listing your suggestions.

4. Agree and Choose: After you come up with as many solutions as possible, evaluate the merits of each. Mark the options that you both agree might succeed. If necessary, search for a compromise position. Finally, select one alternative as the solution that you both are willing to follow. Make a commitment to one another to comply with that solution.

If after all this, you have not reached an agreeable settlement, you both may choose to "agree to disagree" and move on with a pledge of peaceful co-existence.

You can see that acting as a compassionate collaborator does not mean one agrees with everything others say or

sweeps issues under the rug. It *does* mean modifying the traditional dog-eat-dog rules about acting for sole glory, negotiating for victory for one side only and manipulating to gain power. Compassionate collaboration is not always an easy path, but it is the noblest choice for a Servant-Leader.



Ask Yourself

- Did I like my conflict "roost," especially when I realize that this is also how I probably face conflicts with family and significant others? Do I want to be a goose enough to make some changes?
- What negative results have I experienced by acting like a dove, hawk, or ostrich? What positive results could I experience by handling conflict like a goose?
- While I think of something that makes me really angry, I'll try the THE CHILL DRILL sequence of Chill, Blow, Face, Space. What is the difference in my body sensation and attitude after the THE CHILL DRILL?
- Just for kicks, am I willing to try the Peace R.U.L.E.S!TM Negotiation Rules and Peace Plan at my next opportunity to negotiate? Will these ideas work with my family? Am I willing to try them out tonight?
- Honestly, is it worth my effort to see negotiation as a tool for collaboration, or do I enjoy the power-play game of traditional negotiation too much to give it up?

