



## SERVANT-LEADERSHIP... TO TEACH OR TO AWAKEN?

—PAUL NAKAI

It's not so much that we inherit this world from our parents (ancestors) as much as we borrow this world from our children.

—Ancient Indian Proverb

For the past thirty years, my professional life has focused on better understanding the principles of organizational culture change and the development of leadership capacity within that organization to achieve that change.

I have had the good fortune during that time to work with a cadre of highly competent culture change professionals. As a company, we have been able to work in many challenging situations as well as with some of the premier organizations at the time.

As satisfied as our clients have been, many of them have partnered with us to make the endeavor even more meaningful. As a beginning point, they are more than satisfied with the results that are achieved early in this endeavor. Our clients value the proven, consistent and reproduce-able design of our process. They are enthused by the way that the process engages and welcomes participation of all involved. As they become more versed in the technology of culture change, their expectations and desires are also heightened:

- It takes years for organizational cultures to form and take root. In large organizations, culture change and leadership development seem to take years to accomplish. The velocity with which the world is changing requires us to adapt and change almost “overnight.” We need to reach every employee and constituent quickly with the culture change...in a few months. We need to create an agile culture that can meet this need. What are the next evolutionary steps?



- The cultural message needs to be consistent for all and yet improveable. We want to create organizational alignment without creating “blind and unthinking” lemmingism or cronyism.
- In addition to increasing the velocity of change, is there a more economical way to take the culture change throughout the organization? We want a process that’s as impactful as the upper management process and fiscally possible to reach the thousands of people in our company. It cannot be a “cheap” or a watered-down version of the original program...

Over the years, we consistently made strides to answer these challenges. However, over the last couple of years, we realized that we needed to explore the very assumptions behind what we did and how we did it. We had to discover a new paradigm of culture change and transform that paradigm into a new, more effective and influential model of organizational change and leadership development. As we continued to move forward, in many situations, our conclusions “challenged” not only what we used to consider as “truisms” but, equally important, what our clients considered “truisms,” namely, their expectations of what a program should look like. Their expectations were the sometimes unspoken criteria of program viability.

Without getting too much into the details, this article summarizes some of our discoveries and presents the early first steps that we’ve taken in creating a more poignant and contemporary culture change and leadership development offering.

#### PUSH AND PULL

As we explored making our offering more effective, fluid, and dynamic, we found ourselves frequently being buffeted by conflicting positions. We tried to capture this mindset tendency in this first idea of “push AND pull.”

One of the early biases that we had to confront was our intolerance for ambiguity or conflict. We realized that because of our action-oriented, “deal with challenges only once” upbringing, ambiguity and conflicting ideas were to be marginally tolerated. When faced with conflicting choices, we felt that the mark of a good leader was the ability to quickly and correctly choose which option was “right” and then immediately act upon it. The discomfort that came from living in a paradoxical situation or not having an answer was



an indication of our responsibility of being accountable citizens...much less leaders.

However, from our research, we started to notice that some of the most effective organizational leaders had the ability to live and function in paradoxical situations. Instead of functioning in an “either-or” environment, they deftly integrated their choices with an “AND.” At first, we thought that it was a sign of indecision but then we noticed that these leaders could mount a convincing position for either opposable position...management AND labor, strategic AND tactical, consistent efficiency AND adaptive innovativeness. It seemed that their capacity to wait for an insight while staying in a state of paradox enabled them to arrive at even more appropriate and creative answers to their situations. These leaders quickly achieved reputations of displaying “unflustered, centered, deep wisdom.” Since then, there have been a number of articles and books published about this ability (*The Opposable Mind* by Roger Martin...and *The Zen Leader* by Ginny Whitelaw).

For us, what was the “either-or” that we were using as a filter that was getting in our way?

Early in our company’s formation, one of our beliefs was that our clients hired us to have the answer. Even if we didn’t know for sure, we needed to clearly and convincingly state our point of view as to what to do. Humble dialogue was not seen as a strength. From then, our programs were designed to “assist” our clients move forward in this world of culture change and leadership development...for the most part, a reassuring “push” into what we saw as the necessary future. This was accomplished on our part by the choreographic abilities of our processes and by our people. Part of our role was to teach and convince our clients. We saw this “push” as being the most efficient and effective way of providing value to our clients. It was clear, definite, quick, measurable, and definable. After all, were they not hiring us because of our proven track record and our experience in this endeavor?

Unfortunately, the better we became at “pushing,” the more we created the illusion that life was very much an “outside-to-inside” event. People became overly sensitive to how they looked. Were they doing it “right”? They were reliant on management condoning the journey of change and improvement. The very culture they were creating became an obstacle to future change. In short, many looked outside of themselves for corroboration of the accuracy of their thinking and of their ability to contribute.



Over the course of the last decade, instead of being “pushed” into a future, we have been exploring the paradoxical stance of being “pulled” into the future. We have written a number of articles in past journals about this journey. Although we have discovered that the “pulled” option is not as definable or prescriptive as the “pushed” option, the message is that life is very much an “inside-to-outside” awareness. Be sensitive to seeing what you see...and, be open to question the appropriateness of that vision. Allow your purpose and sense of meaningfulness “pull” you forward. Live into your sense of vitality and interconnectedness. Let insight and epiphanies light your path forward.

We noticed that inspiration and internal motivation from engaging in events of personal meaning are tremendously powerful. Personal well-being and resilience from an inner well of vitality and health is more easily renewable and sustainable. Ongoing growth and improvement resulting from greater perspective and humility is potentially never-ending. These observations became the foundational principles of what we’ve come to call the principles of *Thriving*.

Integrating the paradoxical continuum of “push AND pull” technology seems to be yielding the greatest returns. But how do you present “push” without violating the principles of “pull”...and, similarly, how do you present the principles of “pull” without diminishing the tenets of “push”?

It seems that the answer to this question requires us to go even deeper into the human experience.

#### MEMORY AND NATURE

A week ago, my mother and I were sitting around her dining room table talking about times past. She surprised me with her answer to my question: “Is there a period of time that you recall was your favorite time of life?”

Without hesitation, she said that it was the two years in the 1950s that we lived in Chicago. Although she had the responsibility for caring for a convalescing blinded veteran and two young children, she loved the freedom to explore that city’s offerings...art galleries, museums, live shows, picnics in the park, the zoo, and shopping in the Loop. We were laughing together and then, with an impish smile, she looked at me and asked...

“Who are you?”

“I’m Paul.”



“What a coincidence, I have a son Paul.”

“I’m your son.”

“You do have the same hair but he’s a little older. Do you know if he will be joining us?”

I realized that Mom had taken a step into her Alzheimer’s reality and I found myself consciously fighting my urge to correct or to convince her of my reality. After all, we were thoroughly enjoying ourselves and each comment was promptly forgotten the moment after it was uttered. I went along with her thinking and even contributed to the conversation. I believe that they are called “loving lies.”

I had been with my mom during the days for about three weeks. In the evening, my sister would come home from work. At this stage of her Alzheimer’s Disease, mom was still cognizant of her surroundings, although her interpretation of those events were somewhat off. Except for the moments when she was agitated or fearful, she was engaging, curious, and full of idyllic energy. She wanted to create beautiful things. Mom had always been a creative person...she designed and hooked room-sized rugs, made beautiful Hawaiian quilts, made shell necklaces and feather hat bands, and loved working in her garden.

She was also a strong force that rarely backed down from any encounter. In addition to taking care of her immediate family, she was always there for her brothers and sisters. Even today, whenever she notices someone struggling, she wants to go and help...this coming from a ninety-three-year-old woman. If she sees something that is not quite “right,” she lets her voice be heard.

In speaking with my uncles and aunts, this was most like the person they knew when Mom was in her teens and early twenties. It seemed like, for now, the disease released her from her duty and obligations. She could finally re-pursue the things that were personally more meaningful to her. She could enjoy exploring new things (over and over) and could giggle at her inaccurate memory. She could be free to be herself as well as help others when she saw the need.

I realize that someday soon, Mom will not recognize my sister or me. She may not know where she is safe or in danger. We are preparing for that day as well as the journey that we will be on to arrive at that point. This is not a journey of “getting better.” However, in spite of the many upsetting moments, I feel fortunate to have met my mother as she was as a young woman before I was born. It explains a lot.



As the disease continues to strip away memories from Mom's thinking, her prejudices, limitations, and beliefs start to weaken, are open to question, and some have disappeared. For a moment, she saw life as a meaningful and giving experience. She was willing to forgive and extend an invitation to individuals she had previously written off. She became more adventuresome and curious in her actions.

It appeared that she was developing a "new" default setting toward life and its events. Interestingly enough, she arrived at much of this new default setting on her own. I can remember in years past how we tried to convince her to be more accepting of others and less prone to judge...be open with her thoughts and feelings...entertain the possibility that what she considered was "right and true" might not be completely accurate. It now seemed that she was arriving at these realizations of her own volition. The disease seemed to expose the fact that her adventuresome spirit, enthusiasm, and social nature had always been a part of her from the beginning. Over the years, these attributes were covered over and hidden by life's disappointments, obligations, and perceived failures.

I fully realize that Alzheimer's affects each person differently. What my mom experienced may be completely unique to her. And please don't misinterpret my words: I DO NOT CONSIDER ALZHEIMER'S DISEASE TO BE A GOOD THING. My visceral reaction is that it stinks!

I only speak of one aspect of the situation, the loss of memory or the loss of accurate memory. It appears that without the influence of memory—and its relatives: nostalgia, judgment, prejudice, predisposition, etc.—one can experience each moment as a new moment. We can be more natural in our choices and interpretations.

However, commensurately, without memory we are destined to continually reinvent the wheel, make repeated mistakes, or accept mediocre performance (if any). Yes, there might be greater learning and unfiltered experiences, but without the capacity to compare and contrast this learning to what has already happened, our focused creativity, sense of improvement and innovative implementation would suffer. In this instance, Mom no longer hooks rugs or sews Hawaiian quilts. Within a few minutes, she would ask the same question multiple times and be surprised by the same answer each time. However, for three weeks in the month of July 2013, my mom is getting used to her redefined life while living a life of greater wonder and acceptance. As much as I would love to see this state continue, I have no idea as to how long it will last or of the many forms it will take.



However, for the past three weeks I have witnessed what it may look like when one begins to be relatively free of self-conscious thoughts, of the weight of obligations and resentment, or of the walls of judgment and prejudice one has regarding others. In the case of my mom, it appears as though one returns to a more natural state of being. Not a state that is conjured up to impress but a more authentic “what you see is what you get.” Could this natural state of being be at the foundation of what we consider as authentic servant-hood?

What if servant-hood and, commensurately, servant-leadership are manifestations of a state we were born with...an innate state that describes our healthy stance toward all of life? Could this be something that we all share? If this were so, what would be the implications of how we lead organizations and how we develop the next generation of servant-leaders? Instead of “pouring in” or teaching our many versions of servant-leadership, what would it look like for us to awaken those already existing definitions in others? Instead of telling others what our “right” answer is, what if we could assist others get beyond the obstacles to and experience their own sense of purpose, their sense of vitality and their journey of personal growth?

Every block of stone has a statue inside it and it is the task of the sculptor to discover it....There is ALREADY a statue inside and I'm only removing the extraneous material and it will come out on its own!....I saw the angel in the marble and carved until I set him free.

—Michelangelo

#### LEARNED AND INNATE

Flash back about thirty years. I've been extremely fortunate to have worked with and studied under a number of highly successful organizational leaders. One of the more difficult lessons for me occurred while I was apprenticing with a well-known leadership psychologist.

I took detailed notes as he met with a number of his executive clients. I noticed when and how he established a trusted rapport with his clients, how he summarized their perceptions and offered his suggestions, and how he made his points and established the necessary follow-up recommendations.

What I observed was someone who I felt was an expert coach and facilitator, someone who had mastered his convincing skills to the point that rarely did his recommendations awaken resistance from his clients and frequently resulted in their claiming complete ownership for the needed changes.



One afternoon, after his last business appointment, he asked me if I would like to sit in on his next session. He had accepted a contract with the juvenile penal system to meet with a young teenager who was caught stealing and beating up a store owner as part of his gang initiation. As part of his sentence, this young man had been mandated to meet with a court-appointed psychologist. Little did I realize the path that this offer would put me on.

The first three sessions seemed to be mirror images of each other. Sharply on the hour, the teen would enter the office, plop himself down in the chair, a scowl on his face and his arms crossed. Then equally as promptly, when an hour had passed, he would stand up and leave without uttering a word or showing any signs of interest during the entire session.

As far as I was concerned, I could see no visible progress being made. At the first meeting, my mentor tried to get the teen to engage in any form of conversation. Questions such as “How are you?” or “Do you know why we’re meeting?” or “Is there anything that you would like to discuss?” were met by the same reaction...silence, glaring anger, silence, no observable shift in posture, more silence. After thirty minutes, my mentor, realizing the futility of merely asking questions said, “If you don’t mind, I would like to share with you how our thinking affects our experience of life?...What I am going to share with you is kind of backwards from how many people think it works...Most people feel that what happens in life determines how they should think (and feel).” Again, no response, but my mentor started talking. He was midsentence when the first hour was done and the teenager stood up and left.

We repeated this scenario for the next two sessions. However, about fifteen minutes into session four, the teenager blurted out the word “bull\*\*\*t” and went mute again for the remaining forty-five minutes.

After he had left, my mentor was ecstatic. “Did you see that?” “We’ve reached him.” “He’s well on his way to a breakthrough!”

I have to be honest here...I did not share my mentor’s ecstasy. One word, much less an unfavorable one, in four hours was not my idea of a productive exchange. I was looking for a process...a series of techniques...a massive change...a reproduce-able program...a guarantee of significant results. I shared my bewilderment and doubt with him.

What my mentor then shared with me started me questioning how I saw others. He asked me:

How do you see others? Do you see them as basically good and capable, having the capacity to choose a path of contribution and meaning,





curious about how life can consistently improve...or, do you see them as fundamentally flawed, needing to be told or trained in what's right and wrong, and selfishly out for themselves?

I told him that I saw others as basically good and capable. But the more we spoke, I realized that my definition of "good and capable" was my goal for that other person. I started to realize that I did not see "good and capable" as an already present foundation regardless of their actions. As such, I did not always deal with others from that stance. I entered the relationship with something to get across. I tended to teach and tell others what I felt was the "right" answer. If they did not accept my answers, I tried to choreograph their journey through well-designed questions or metaphoric exercises.

HMMM...but if I no longer did this and I dropped this goal, what value was I being? How was I contributing? How would I get paid? After all, consultants get paid depending on the results they achieve and the coaching they can provide.

When I shared my concerns with my mentor, he responded that the quandary that I was in was a result of my experiencing life in a self-limited fashion. Intellectually, I knew that there were many dimensions to life. I had been taught the four human capacities, that is, the *physical dimension* of form, behavior, tangible results...the *mental dimension* of intellect, logic, and material wealth...the *emotional dimension* of feelings, interconnect-edness, and communication...and the *spiritual dimension* of life's forces, selfless love, and infinite possibilities. But now I started to wonder, What did they really mean and what was my stance toward these capacities?

However, the real discomfort came when I realized that how I saw others was a reflection of how I saw myself (remember outside-to-inside...and inside-to-outside). Did I see myself as basically good and capable, having the capacity to choose a path of contribution and meaning, curious about how life can consistently improve...or, did I see myself as fundamentally flawed, needing to be told or trained in what's right and wrong, and selfishly out for myself?" These reflections stayed with me for quite awhile.

My mentor then asked me:

Can you see life beyond the visibly observable and tangible behaviors, actions, and results? Can you respond to the moment beyond giving advice or merely commenting on what others do? Can you "see" and comment on the dimensions of spirit and mindset? Do you see yourself as what your ego informs you to be...or do you see yourself as a grander manifestation of energy?



I must admit that at that time, it was so much more comforting to be able to memorize the Seven Traits of the Effective Leader...or the Ten Characteristics of the Servant...or the Twelve Things that Effective Teams do...and then to play them back as the ultimate answer.

However, without communicating the “source” of these insights, I was promoting the notion that individuals could achieve great things by merely mimicking the behaviors of these inspiring leaders or parroting what they say. Instead of assisting people to access their own wisdom and genius, I was basically telling them that by mimicking the wisdom of others, they, too, could accomplish similar results...and, some of them were temporarily successful...but not the majority of them.

At that moment, I felt that I was drinking from only half of life’s fountains. The questions for me to answer were, “Am I truly confident in the wisdom of others and myself? Could I awaken this capacity in me AND share what I see? Could I simultaneously be a follower AND a leader while building on the wisdom of others and myself? Could I recognize when, out of my insecurities and fear, I felt the need to overpower or escape and, in so realizing, step into and embrace the situation?”

What might be the implications of these initial snippets of observations?

#### EXPERIENTIAL AND TUTORIAL

I recently came across a research paper published by the Center for Creative Leadership (CCL). As I read it, its implications went hand in glove with what I’ve shared with you so far.

CCL asked this simple question of their thousands of attendees: “Describe where and when you’ve had your most meaningful and lasting leadership lessons?”

To their surprise, 70 percent of the respondents said “on the job in pursuit of an objective,” 20 percent said “in a workshop or seminar,” and 10 percent mentioned “from a mentor or coach.” This should not come as too much of a surprise unless you ran a change-development enterprise that relied heavily on workshops and seminars...and coaching and mentoring. It appears that the more effective opportunities for change and development are via experientially awakening insight while doing what you are charged to do...even more so than a well-crafted workshop or even a coaching program.

This is not to say that all three categories do not yield results. It occurs to me that it is more a matter of emphasis. Most of my career has been spent



in the classroom and with individual coaching. In the past, my forays into the daily lives of the participants have been focused more on getting to know their world (to make the workshops more relevant) or to reinforce the lessons that were presented in the sessions. Back then, my front burner was the tutorial moments delivered in workshops and in coaching sessions. My back burner was an investigation of the participants' daily challenges and objectives that supported and reinforced the lessons of the seminar.

The 70-20-10 formula would appear to indicate that I should reverse the emphasis of my process design. My front burner emphasis should focus heavily on their experience of maneuvering through their multidimensional and oftentimes complex daily experience of work and life. The tutorial workshops and coaching should then be focused on clarifying and deepening the lessons learned. All three dimensions need to be evaluated against their capacity to improve both long-term and immediate organizational performance.

Was this possible?

A number of years ago, a dear friend and colleague was invited to attend Ford's Capstone Program. It was Ford's developmental program based on GE's Crotonville model. I was impressed by the comprehensive nature of the design of this leadership development program. Focused on the achievement of "blue chip" business objectives, JIT tutorials and skill development workshops were facilitated for the candidates when the need was identified. The program involved the organizational participation of senior management as well as the cultural support of the organization. The program's intention was to develop a strong management "bench" of capable strategic and tactical leadership.

Within the paradigm of their business at the time, not only did the participants learn and develop, they also achieved excellent results. The philosophy and curriculum closely paralleled CCL's recent discovery. Although successful, many capable candidates ended up leaving Ford due to the downturn in the economy. But I do not think that it was by chance that Ford was the only one of the Big Three automakers not requiring a federal bailout.

#### TECHNOLOGY AND HUMANITY

Imagine if today's technology were available when the Capstone Program was designed in 2000. Back then, much of technology was used for administrative and interpretive tasks or for the distribution of resource



material. Much of today's technology, both software and hardware, not only accomplishes yesterday's functions with tremendous speed and accuracy, it is much more in the moment, supporting real-time interactive experiences.

As we opened this article, there were a number of questions from our clients. Presently, we see a portion of the solution platform to embrace the ever-improving technology capabilities.

Technology alone will not solve these issues. The initiatives still need to be led...or at the very least promoted and supported by those in charge. Culture change and leadership development needs to be the purview of senior management. As mentioned earlier, culture change does not occur in a vacuum. It is a crucial part of achieving tactical and strategic objectives.

The leadership part of management is displayed through their willingness to personally experience and resolve the changes that they are asking of their people. If need be, they need to struggle with achieving today's goals while experiencing the uncomfortable state of "not knowing." If they ask their people to enter this crucible, they need to be there with them and yet provide reassurance and perspective. In short, management need to model their message...they need to "walk their talk." As one of our participants mentioned, they need to be sensitive to what it takes to change a flat tire without stopping the car.

As such, we see a large part of any enterprise-wide organizational change including leadership development. This will be the foundation upon which the effort will build. Even if the change initiative is initially seen as a finite program (just another flavor of the moment), with perseverance and sensitivity, it will be seen as part of your answer to WHY you exist as a company, HOW you do business as a company, and WHAT you actually do as a company. The organizational landscape is littered with the carcasses of numerous well-intentioned programs that lost steam, direction, relevance or value to the daily strivings of the people in that organization.

Having said that, can technology assist leadership to achieve the challenges posed to us at the beginning of this article?

There are promising signs.

1. Can we reach thousands of people globally situated around the world?... and can it be dynamic, evolving and sustainable?

Enter the philosophy and technology of MOOCs (Massive Open Online Courses). It appears that academia has taken the lead in this arena. It started with prestigious universities openly posting the details of their



curriculum and course content. Combine this with credentialed faculty freely teaching their courses and with the power of technology to reach thousands of students, you now have MOOCs. In fact, earlier this year Eric Hellweg reported on a panel discussion he attended while at the World Economic Forum in Davos. In this HBR blog, he wrote about the future of online education and MOOCs in general: [http://blogs.hbr.org/hbr/hbreditors/2013/01/eight\\_brilliant\\_minds\\_on\\_the\\_f.html](http://blogs.hbr.org/hbr/hbreditors/2013/01/eight_brilliant_minds_on_the_f.html)

2. Can everyone in the company be touched immediately and simultaneously with a change in the culture?

Herminia Ibarra and Morten T. Hansen write about an inspired initiative led by Marc Benioff, the CEO of Salesforce.com. Benioff wanted to make available to more of the people in the company, in realtime and unedited, the conversations that occurred at their annual management meeting. Through the use of Chatter and well-placed iPod Touches and iPads, he accomplished this...although not without cultural resistance. On one level this could be viewed as a communication endeavor. However, the subtle response of many of Salesforce.com's employees indicates that they consider much of the benefit from this action goes beyond mere informational exchange. They mention improvements that are elements of their corporate culture. You read comments that cite a heightened sense of empowerment, increased openness and candor, respect for individuals regardless of title, and a visceral expectation of engagement. In one day, with prior preparation, Benioff and his team reached many of their five thousand worldwide employees with this new way of communicating. ("Are You a Collaborative Leader? How Great CEOs Keep Their Teams Connected," by Herminia Ibarra and Morten T. Hansen, *Harvard Business Review* [July-Aug. 2011]).

3. Can this be done (relatively) economically?

Consider the costs associated with the more traditional culture change and leadership development workshops, for instance, facilitator training and certification, participant travel and accommodation expenses, sink time and the time and effort needed to coordinate individual schedules.

As you would imagine, even if you considered the design and technology costs of this alternative (iPads for everyone along with the supporting software, etc.), the estimated economies experienced would be about 50 percent of what it would cost via the traditional face-to-face seminar methodology.



This may all sound well and good, but, unlike trying a different approach in a seminar or classroom, the entry level costs associated with technology creation can be staggering. If it works as anticipated, you are a visionary hero...if it fails to meet expectations, you are incompetent. I tip my hat to those who have the resources and, moreso, faith in vision and courage from their commitment to serve and contribute via technology.

But is technology the only major change variable in this approach?

#### SKILLS AND CONSCIOUSNESS (MINDSET)

Many culture change and leadership development efforts identify desirable behaviors to be achieved. In these programs, even attitudes and feelings are translated into observable behaviors. We are proposing that an even more influential level of change involves and includes the level of thought and mindset. Ideally, it is the integrated combination of mindset (beingness) and behavior that is most effective.

Many if not most managers are already well versed working in the outside-to-inside arena. They understand the principles of organization design, compensation, performance management, policy and procedures, training and teaching, integrated systems, and the like. Their skill set enables them to deftly manipulate the world around them to achieve alignment to their desired goals. Their mindset sees the outside world as the “reality” in which they perform. However, what they fail to see is that “reality” first occurs within themselves. They fail to see that what they internally make of the world is the way that the outside world tends to appear. This inner mindset filter determines what they notice and what they miss.

Having said that, in addition to refining this outside-to-inside capability in others, a crucial developmental area would be to explore and awaken the inside-to-outside consciousness of the people involved. In this “inside” world, reflection, empowerment, and engagement are cornerstones. Listening and dialogue are omnipresent. Authentic and crucial conversations are conducted without severing rapport or trust. Accountability and responsibility are balanced with awakening and enrolling others.

In addition, perspective and patiently awaiting insight are a part of this inside-to-outside consciousness. Being able to maneuver at this level of consciousness is as important as being able to choreograph the outer world. In fact, in many ways, one’s impactfulness and influence as a leader is more



determined by one's ability to "see" and respond to the common elements of mindset in those they serve than being able to react to the majority of behavior.

We can see the "70-20-10 value received" scenario would blend together into 100 percent if the majority of the leadership development conversations occurred around mindset and being-ness. For me, the understanding of servant-leadership has always been presented at this level of consciousness.

#### CONCLUSION AND BEGINNING

The notions that we've presented in this paper are the possibilities that we see today. In the next article we will share our discoveries and expand our understanding of the points made.

In closing this article, I am saddened that my goodbye to my mother may not be remembered by her. It is brutally apparent that tomorrow my mom will not be as she is today. The sometimes harsh lesson that she has offered is that there is no stability...you are either growing or you are decaying. It is a fine line between the two.

Although difficult at times, I can be grateful for what she has done for my family and me...and love and admire her for being Mom.

#### WORKS CITED

*The International Journal of Servant-Leadership* welcomes Paul's understandings of corporate culture. His editorials can be found in each volume of the journal under the section entitled: "Servant-Leadership and the Executive."

#### ABOUT THE AUTHOR

Paul Nakai is the founding partner and principal of Leadership Spirit International, with offices in San Francisco. Leadership Spirit International is a consulting group specializing in developing and deepening the leadership capacity of executives, in team building and optimizing performance-based relationships, and in shaping organizational culture to more effectively meet organizational objectives. Paul was formerly a managing partner and



executive vice president with Senn-Delaney Leadership Consulting Group, where he specialized in executive coaching and leadership development to support and lead intense business challenges such as mergers and acquisitions, shifting corporate cultures, leadership shortages, downturns or upswings in business, and debilitating internal strife. Paul has consulted and led major engagements in healthcare, insurance, financial services, manufacturing, energy, high technology, aerospace, pharmaceuticals, and telecommunications, including crucial engagements at Three Mile Island Nuclear plant and for NASA in response to critical challenges. Through Leadership Spirit International, he is dedicated to servant-leadership in order to assist executives in unleashing the spirit behind their personal leadership as well as unleashing the collective spirit of their organizations.