

REVISED AND UPDATED

SERVE

TO

21ST CENTURY
LEADERS MANUAL

LEAD^{2.0}

JAMES STROCK

Praise for *Serve to Lead*

“Leadership as service is so obvious once one has pondered the idea and its application—and, alas, so rare in current practice. This is a superb book.”

—TOM PETERS

Author of *The Little BIG Things* and *In Search of Excellence*

“*Serve to Lead* distills timeless leadership principles into readily accessible, actionable practices that you can put to work today.”

—WARREN BENNIS

Distinguished Professor of Business, University of Southern California
and author of *On Becoming a Leader*

“*Serve to Lead* is the essential guidebook to 21st century leadership. On a personal level, this book has changed my life. I urge men and women who aspire to make a difference in the world to let it change theirs as well.”

—MARTI BARLETTA

Author of *Marketing to Women* and *Prime Time Women*

“*Serve to Lead* is a book of far-ranging insight, as much about life as it is about business. It is concise, thoughtful and—perhaps most importantly—useful.”

—FRANK BLAKE

Former CEO, The Home Depot

“Serve to Lead is a really great book.”

—LEO HINDERY, JR.

Managing Director, InterMedia Partners

“Serve to Lead will be one of the greatest leadership books of this decade.”

—DANIEL MURPHY

Publisher and writer, Books2Wealth.com

*“‘Who are you serving?’ is the question at the heart of *Serve to Lead*, and it is the question that will change your entire vision of how you lead. If you are committed to being a truly effective leader in the twenty-first century, read this book—today.”*

—HUGH HEWITT

Host, *Hugh Hewitt*, MSNBC

*“*Serve to Lead* has inspired me to actually change my leadership behavior: it’s powerful stuff and gets results! It should be required reading for all aspiring CEOs.”*

—TAARIQ LEWIS

Founder, CEO, Aquila Services, Inc.

*“*Serve to Lead* is one of the few business books I’ve read that offers a truly democratic vision of leadership—a vision that can help leaders of every kind better serve their colleagues, their clients, and their community. Pick up a copy now and use Strock’s insights to turn the raw material of your life into a masterpiece of service.”*

—DANIEL H. PINK

Author of *A Whole New Mind* and *Drive*

“Leadership is about service. *Serve to Lead* shows us how. Organizations today need leaders at all levels throughout the enterprise, not just at the top. This book is a must-read for everyone who aspires to lead through service.”

—BILL NOVELLI

Former President & CEO of AARP

“This inspirational book offers a heartfelt, revolutionary approach for twenty-first-century leadership. With its vision for our transition from a transaction-based to a relationship-based world, *Serve to Lead* is a blueprint for leadership success.”

—ROBIN GERBER

Author of *Leadership the Eleanor Roosevelt Way:
Timeless Strategies from the First Lady of Courage*

“*Serve to Lead* is much more than a stake through the heart—if it exists—of fossilized hierarchies everywhere. Putting service before self, Strock has written an invaluable guidebook to the purposeful life. Boy, do we need it now!”

—RICHARD NORTON SMITH

Presidential Historian and author of
On His Own Terms: A Life of Nelson Rockefeller

“*Serve to Lead* is filled with principles that inspire us to the highest level of leadership. I highly recommend this book to those who want to make a lasting difference.”

—SKIP PRICHARD

Author of *The Book of Mistakes: 9 Secrets to Creating a Successful Future*,
CEO, OCLC, Inc.

“Brilliant and absorbing! I couldn’t put it down. Illuminates what is needed to lead in today’s world. Strock’s insights come to life through hundreds of real-life examples. An important book that belongs on the desk of anyone who aspires to lead (or influence) others.”

—JESSE LYNN STONER

Coauthor of *Full Steam Ahead!*

Unleash the Power of Vision, and Leading at a Higher Level

“Great leaders stand apart by how they put others before themselves. *Serve to Lead* provides a road map for how everyday leaders can accomplish the same, allowing us to help those we lead, along with ourselves, to achieve our own form of greatness.”

—TANVEER NASEER, MSC.

Award-winning leadership writer,

Inc. 100 leadership speaker, author “Leadership Vertigo”

“The call to develop transformational leaders has never been greater. *Serve to Lead* is a catalyst for great leadership in all times.”

—IRENE BECKER

Founder, CEO, Just Coach It

“*Serve to Lead* is one of the finest books I have read on leadership in my lifetime. It will change the way you think about leadership, life, success and service.”

—PROFESSOR M.S. RAO, PHD.

Father of “Soft Leadership” and International Leadership Guru

Serve to Lead



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LEAD 2.0

JAMES STROCK

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With Admiration and Appreciation

**To the United States Armed Forces
Past, Present, Future**

THE FOUR QUESTIONS

Who Am I Serving?

How Can I Best Serve?

Am I Making My Unique Contribution?

What Am I Learning?

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Preface to the Second Edition

The early twenty-first century is a disruptive moment. It's debatable whether we're living through changes as significant as a century ago.

There can be no doubt that familiar, longstanding institutions and expectations are being re-created.

Five hundred years ago, the world was rocked by what we now call the Reformation. The information revolution wrought by the spread of the printing press found expression in the dissent of Martin Luther against the Catholic church doctrine and hierarchy. His heresy went viral, finding fertile ground across Europe. Luther's transformational leadership would not have been possible in earlier times, when the capacity to communicate was limited to a privileged clique.

We cannot know what the verdict of history will be for our present moment. Yet we can turn to history for context as we seek to navigate unfamiliar waters. Like our ancestors and predecessors, we must make fateful decisions based on incomplete knowledge.

Our Digital Age is distinct from twentieth-century norms and experiences. The last century was a time of centralization. Tremendous value was created by unifying human endeavor through large organizations: corporations, unions, government, mass political movements, the military.

The initial decades of our new century are marked by decentralization and disruption. Individuals and task-centered teams are challenging and changing the range of bureaucratic institutions. Mary McCarthy's twentieth-century "rule of nobody" is being supplanted by the twenty-first-century age of accountability. The "organization man" is receding in memory. The demands of our entrepreneurial moment are real, yet there is little

nostalgia for the cloying conformity and suppressed individuality of the era of centralization.

Serve to Lead offers a system to approach the new challenges of leadership in the twenty-first century. Many aspects of our current circumstances appear uncertain and unfamiliar from the mid- and late-twentieth century.

Yet there is a magnificent compensation. The individual empowerment and accountability of our moment has resonance with earlier times, including the nineteenth century. Thinkers who were neglected in the past century, such as Ralph Waldo Emerson, are being rediscovered as we update familiar, longstanding customs and institutions.

This new edition includes information and insights gained in recent years. I am grateful to many generous readers who've sharpened the ideas.

The fundamental messages are ever more relevant:

- Servant leadership is the essence of effective leadership in our Digital Age;
- Everybody can lead, because everybody can serve;
- Transactional thinking and approaches are being superseded by creating and sustaining relationships;
- Networks are replacing hierarchies;
- Advancing the values of customers unlocks untold value;
- A primary task of leaders is to create more leaders;
- Twenty-first-century leadership integrates life and work.

Many readers have noted the consistency of the *Serve to Lead* approach with Christian values. I see servant leadership, properly understood, within Dietrich Bonhoeffer's prescient formulation of "religion-less Christianity." It represents an approach to life and work congenial with numerous traditions and philosophies.

What is emerging, in real-time, is the tightening nexus between ethical, other-directed conduct and value creation. In our ever more interconnected moment, sustainable value creation does not come from "winning" transactions so much as nurturing mutually beneficial relationships. My greatest hope is that this book adds value in a practical way, constituting a

compass that readers can customize to navigate the vistas of challenge and change before us.

Thank you for reading and reflecting on the notions of *Serve to Lead*. Your continuing encouragement and insights are inspiring and deeply appreciated.

JMS

PART 1



Everybody Can Lead Because Everybody Can Serve



1

**Everybody Can Lead
Because Everybody Can Serve**

RECAP

DEFINITION & TEN PRINCIPLES OF TWENTY-FIRST-CENTURY LEADERSHIP

Twenty-first-century leaders inspire others to alter their thoughts and actions, in alignment with an empower vision.

1. Everybody Can Lead, Because Anyone Can Serve.
2. The Most Valuable Resource of Any Enterprise is its People.
3. We Are in Transition from a Transaction-Based World to a Relationship-Based World.
4. Leadership is a Relationship Between Empowered, Consenting Adults.
5. Leadership is a Dynamic Relationship.
6. There is No Universal Leadership Style.
7. Leadership Roles Are Converging.
8. A Leader's Unique Task is to Imagine and Advance a Vision.
9. Love is the Highest Level of Leadership Relationship.
10. Character is a Competitive Advantage.

TWENTIETH CENTURY	TWENTY-FIRST CENTURY
Leadership	Service
Transactions	Relationships
Inside-Out	Outside-In
Top-Down	Bottom-Up
Hierarchies	Networks
Boss to Employee	Leader to Leader
Administer	Empower
Efficient	Effective
Centralized	De-Centralized
Information	Judgment
Value in Natural Resources, Products	Value in People
Individual Accomplishment	Collaboration
Tangible Value	Intangible Value
Credentials	Lifetime Learning
Quantitative	Soft Skills
Linear	Intuitive
Inputs	Outputs
Time Management	Value Management
Security	Adaptability
Specialist	Adaptable Generalist
Hidden Liabilities	Undiscovered Value
Autocrat/Micro Manager	Coach, Conductor
Workaholic	Integrated Life
Male/Patriarchal Model	Female/Inclusive Model
Brick-and-Mortar	Virtual
Organization Chart	Digitized Information String
Speak	Listen
National	Global/Local
Authority Conferred	Consent Earned
Small Array of Leadership Styles	Infinite Leadership Styles
Retirement	Redeployment
Failure	Stepping Stone
Authoritarian	Renegade
Answers and Assertions	Questions
Broadcast and Inform	Narrowcast and Engage
Employees	Team Members
Work-Life Separation	Work-Life Integration
Career Path	Life Path
Servant/Ethical Leadership	Leadership



2

Who Are You Serving?



3

Serve Your Customers

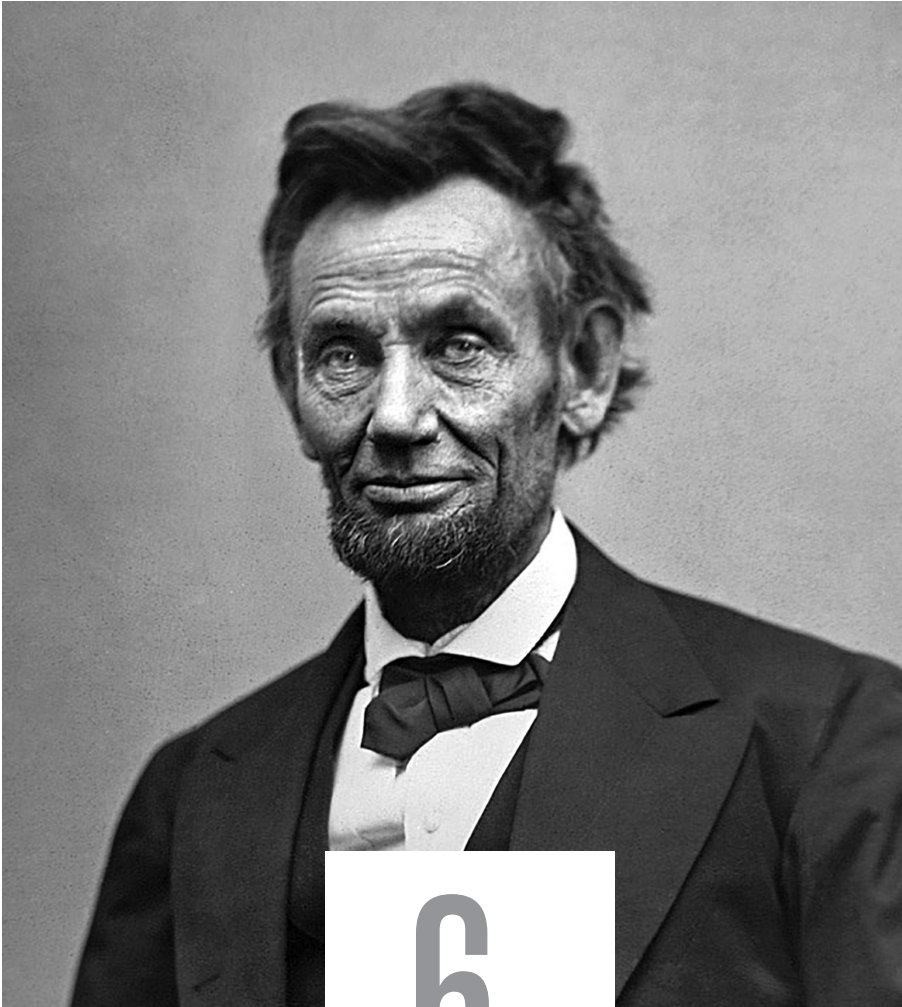


Management: Serve Those You Would Lead



5

Serve through Effective Communication



6

Serve through Persuasion



7

What Are You Becoming?

About the Author

JAMES STROCK is a bestselling author and speaker on leadership. His firm, the Serve to Lead Group, serves clients worldwide, including companies, professional services firms, not-for-profit organizations, government agencies and the military.

He has appeared in many media outlets, including the *New York Times*, *Wall Street Journal*, *USA Today*, *Fox News* and *CNN*.

In addition to extensive business experience, Strock has served as a senior executive in government, including as the founding Secretary for Environmental Protection for the state of California, the chief law enforcement officer of the U.S. EPA, and general counsel of the U.S. Office of Personnel Management.

His prior books include *Disrupt Politics: Reset Washington*, *Theodore Roosevelt on Leadership: Executive Lessons from the Bully Pulpit*, and *Reagan on Leadership: Executive Lessons from the Great Communicator*.

Strock served to captain in the U.S. Army Reserve and is a member of the Council on Foreign Relations.



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