



***Servant Leadership,
Work Life Balance
and A Challenge***

Thomas J. Meredith

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Agenda

- I. An Exercise
- II. Women in the Workplace
- III. Servant Leadership
- IV. Work Life Balance
- V. Challenges
- VI. Closing Remarks
 - Optional Exercise



An Exercise

- **List 3 Sources of Inspiration**
- **List Top 5 Dream Jobs**
- **List Top 5 Questions covering:
possibility, priority and preference**



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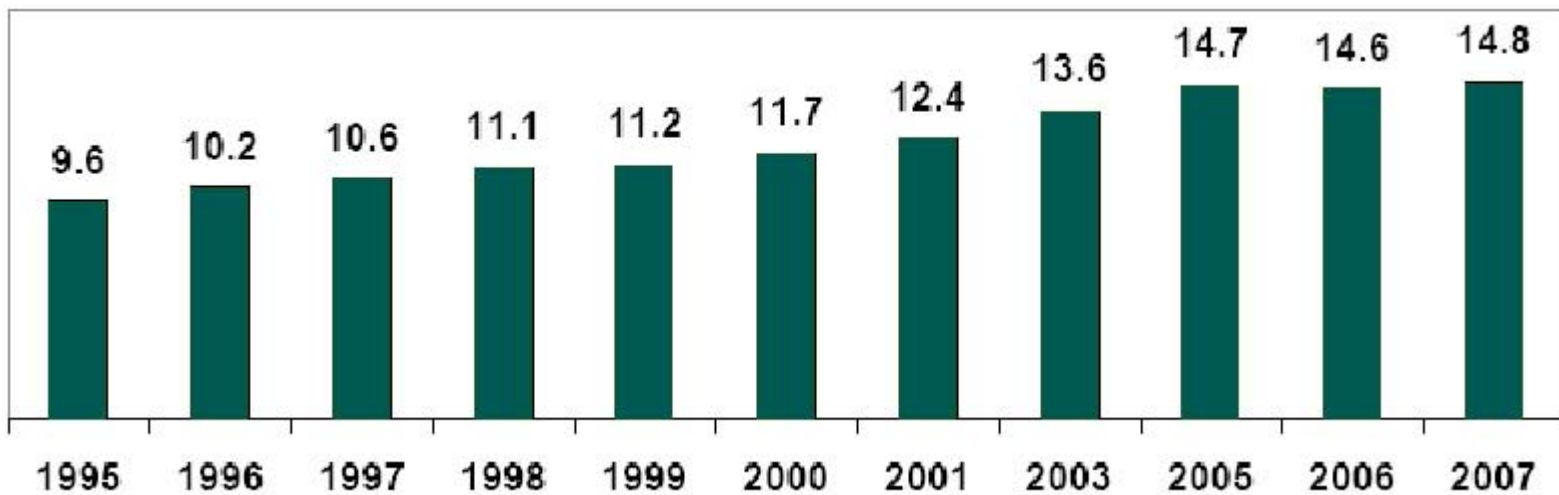
Fortune 500 Women CEOs

<u>Year</u>	<u>CEOs</u>	<u>%</u>
2007	12	2.4%
2006	9	1.8%
2005	8	1.6%
2004	16	3.2%
2003	8	1.6%
2002	6	1.2%
2001	5	1.0%
2000	2	0.4%

Source: Catalyst



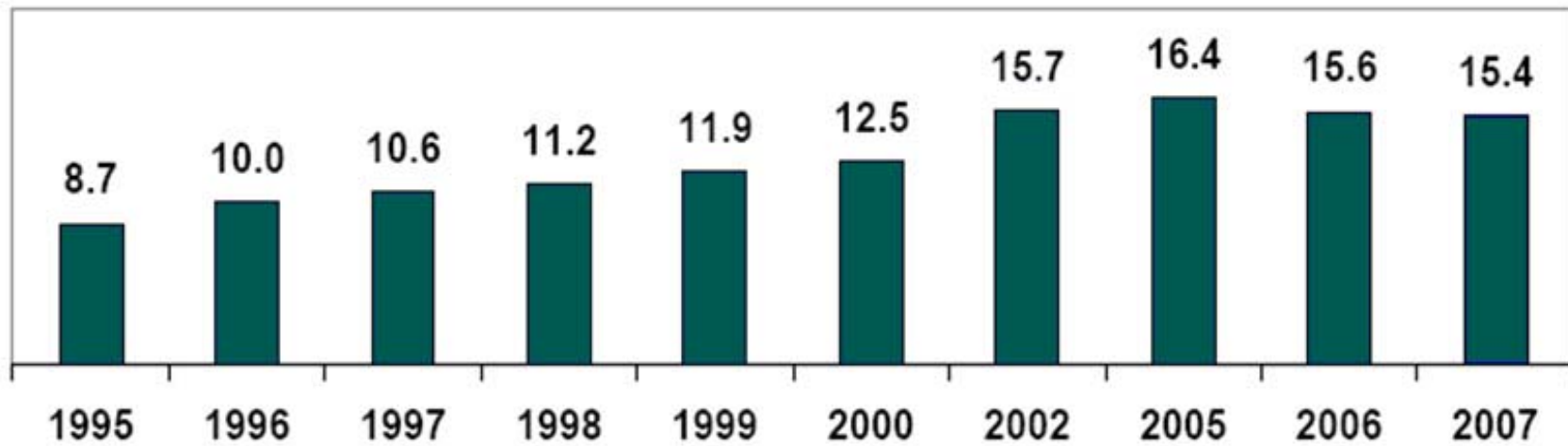
% of Fortune 500 Board Seats Held by Women



Source: Catalyst



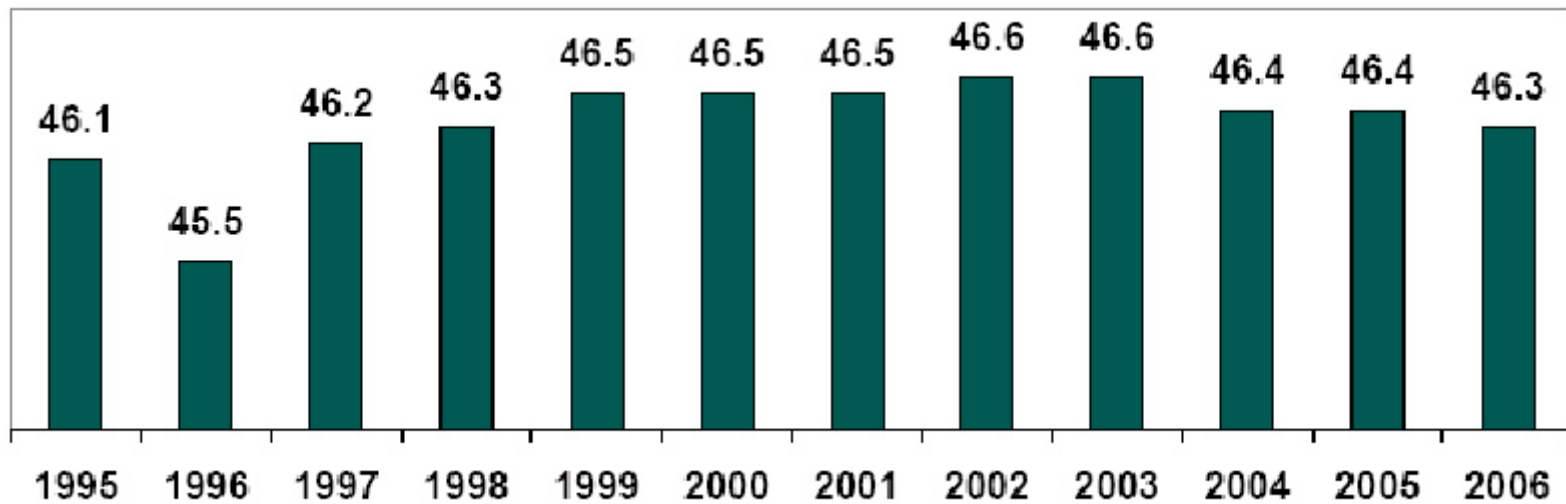
% of Fortune 500 Corporate Officer Positions Held by Women



Source: Catalyst



Women as % of the U.S. Labor Force



Source: Catalyst

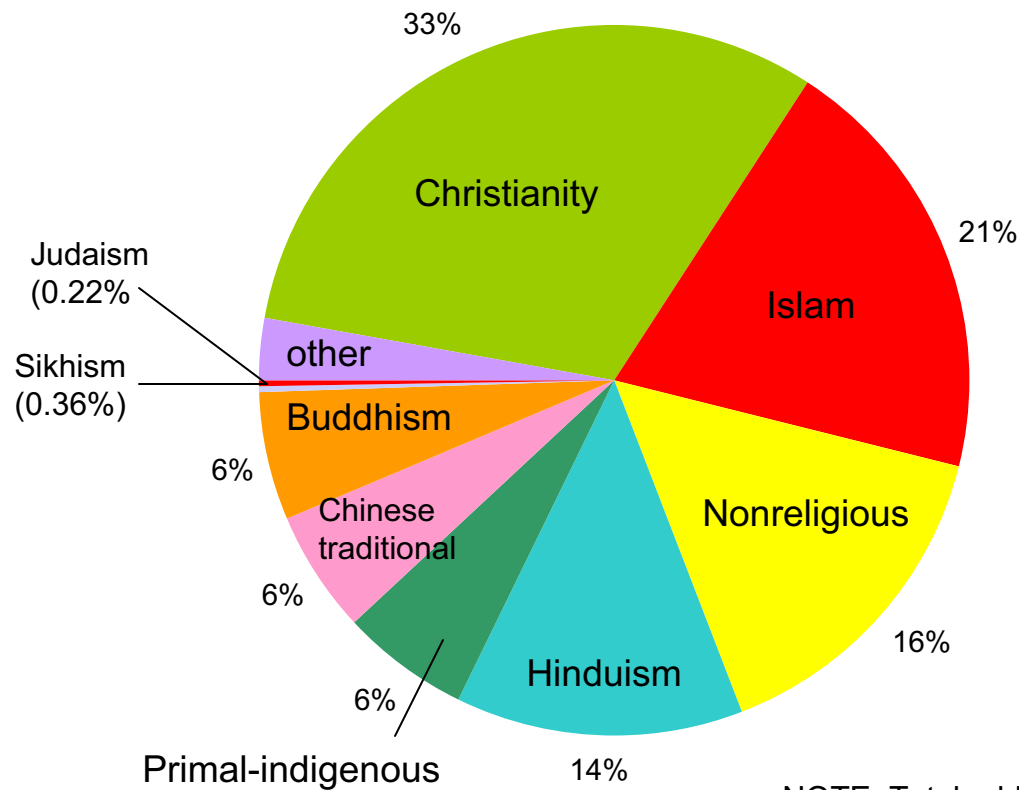


Female Members of Congress

	House	%	Senate	%
2007–2009	76	17%	16	16%
2005–2007	71	16%	14	14%
2003–2005	63	15%	14	14%
2001–2003	62	14%	14	14%
1999–2001	58	13%	9	9%
1997–1999	57	13%	9	9%
1995–1997	50	11%	9	9%
1993–1995	48	11%	7	7%

Female Governors: Currently 9

Major Religions by Adherents



NOTE: Total adds up to more than 100% due to rounding and because upper bound estimates were used for each group.



Women in the U.S. Economy

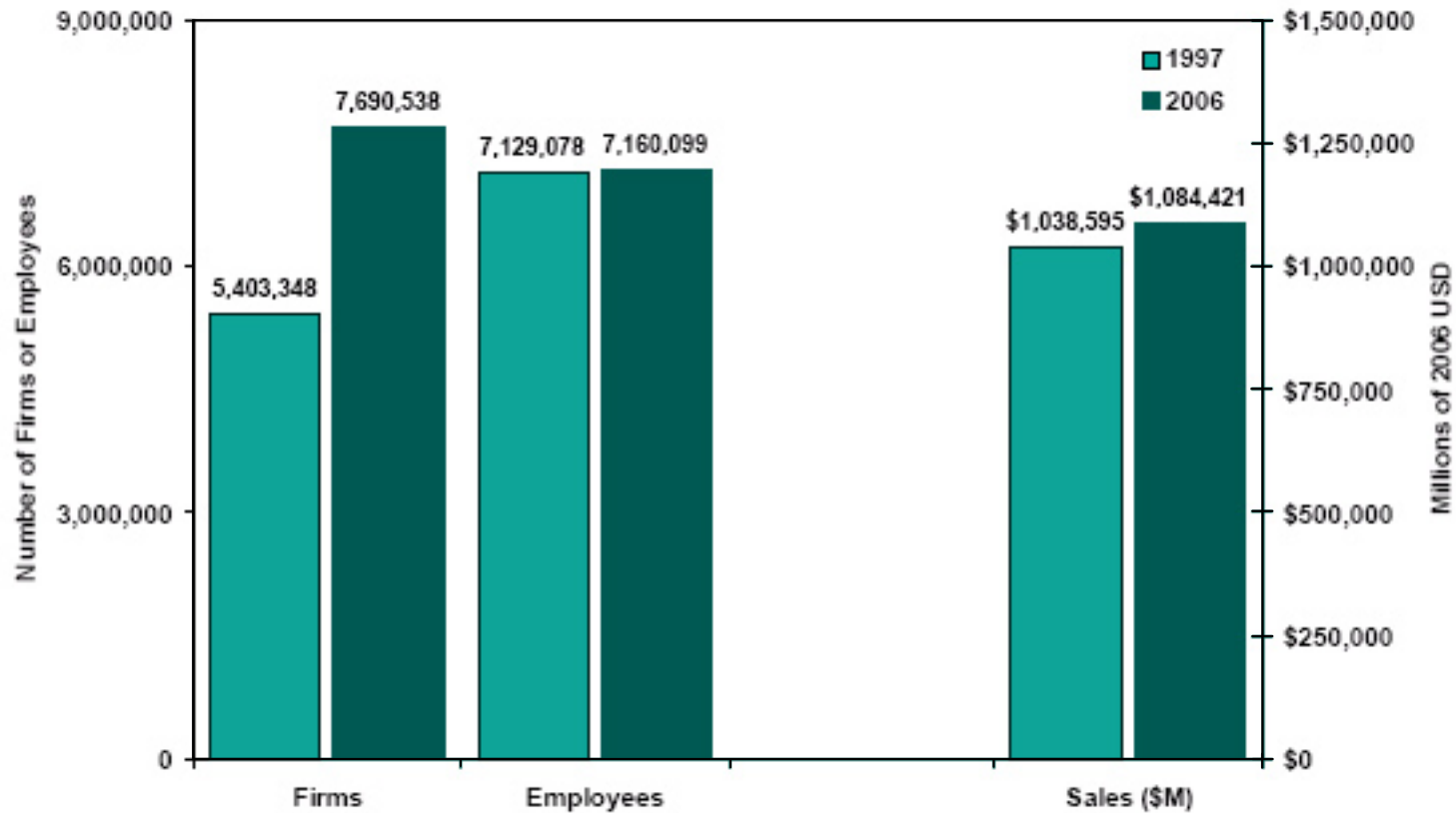
Details of our progress. . .

Women now own nearly 30% of all businesses in the U.S. Women make 80% of all family purchasing decisions and control \$7 trillion in purchasing power.... By 2010 women will control more than \$13 trillion in private wealth.

From the US Women's Chamber of Commerce



51% or More Women-Owned Firms in 1997 and 2006





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Servant Leadership

“There is nothing as powerful as an idea whose time has come.”

Victor Hugo



Servant Leadership

“Trends matter. Mega trends matter even more.”

T.J. Meredith



Servant Leadership

“There is a great movement taking place throughout the world today. Its roots are found in two powerful forces. One is the dramatic globalization of markets and technology... [which] is fueling the impact of the second force: the force of timeless, universal principles that have, and always will govern all enduring success....One of these fundamental, timeless principles is the idea of servant leadership.”

Stephen R. Covey



Servant Leadership

“The servant-leader is servant first, it begins with a natural feeling that one wants to serve, to serve first, as opposed to, wanting power, influence, fame or wealth.”

Robert K. Greenleaf



Servant Leadership

“Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It’s not that Level 5 leaders have no ego or self interest. Indeed, they are incredibly ambitious –*but their ambition is first and foremost for the institution, not themselves.*”

Jim Collins



Servant Leadership

Discussion Points

- Which is harder to cultivate in yourself: humility or will?
- If Level 5 is about ambition about the cause (as opposed to self) combined with the will to make good on that ambition, how can each of us as individuals learn to take actions consistent with being Level 5?
- Why are so few Level 5's chosen to lead top spots? What can WE do to change this?



Servant Leadership

What are
you deeply
passionate
about?

What can you
be the best in
the world at?

What drives
your
economic
engine?

Jim Collins, Good to Great



Servant Leadership

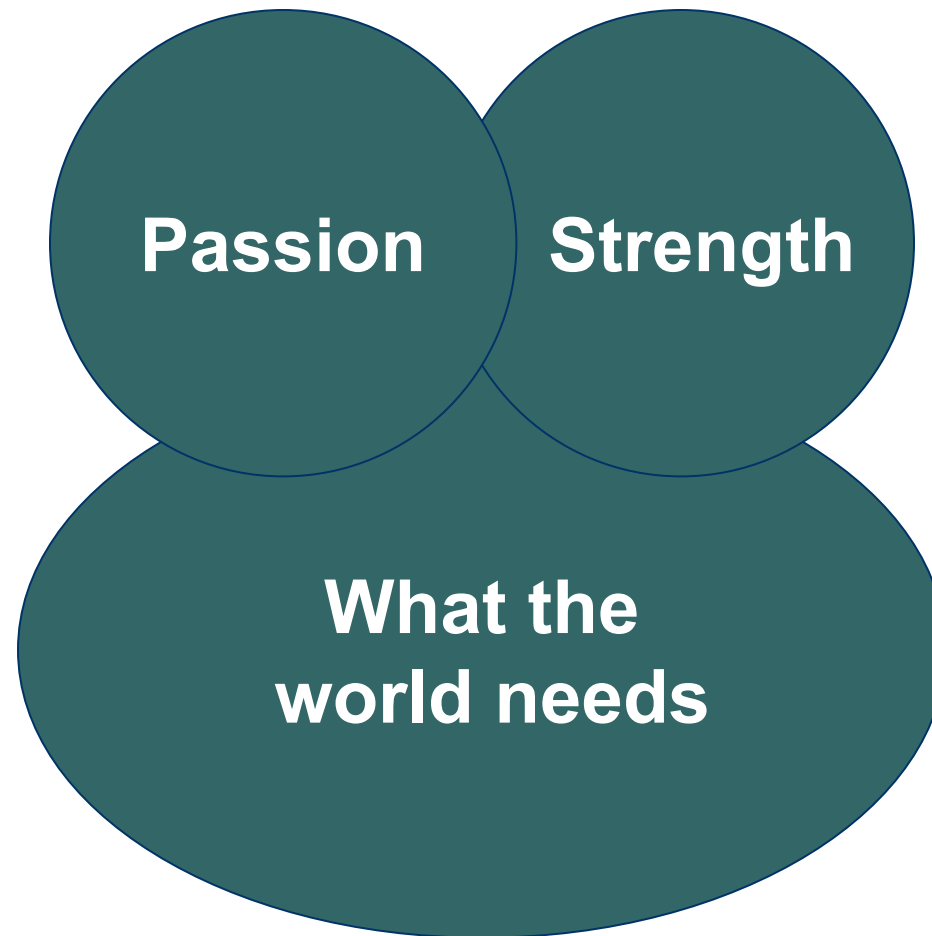
“There is an old saw, that there are only two fundamental sources of change in human affairs: aspiration and desperation. We are familiar with the phrase, ‘Nothing will ever change unless there is a crisis.’ That is desperation....Aspiration drives virtually all fundamental learning.”

Peter M. Senge



Servant Leadership

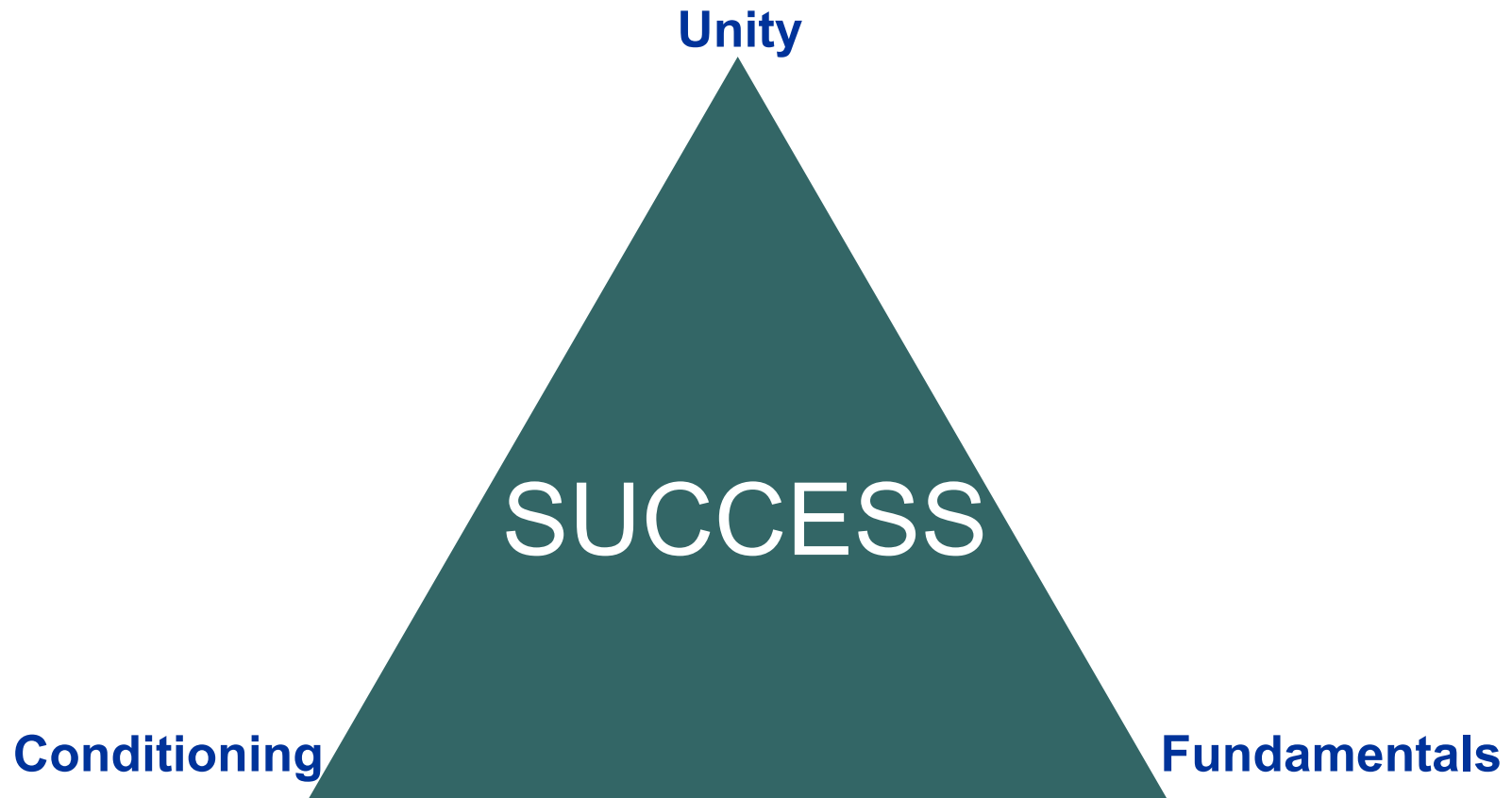
Aspiration - Identifying Your Star



Adaptation of Jim Collins' Three Circles



Servant Leadership



“Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable.”

Coach John Wooden



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Work Life Balance

“Balance? That’s why I don’t have children. People in my audience are always saying they want me to have kids, and I always tell them I have to start this evening because that clock is about to run out.”

Oprah Winfrey



Work Life Balance

“For the longest time I woke up each morning feeling guilty about everything.”

Indra Nooyi, PepsiCo CEO



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Challenges

“We must be the change we wish
the world to be.”

Gandhi

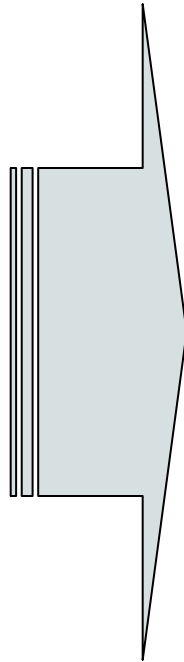


Challenges

Fortune 2007 Top Companies for Leaders

Global Top 20*

Australia & NZ Banking
BBVA Group
Capital One
Eli Lilly
General Electric
General Mills
GlaxoSmith Kline
Hindustan Unilever
IBM
Inditex, SA
Infosys Technologies
McDonalds
McKinsey
Medtronic
Natura Cosmetics
Nokia
Procter & Gamble
WIPRO
Whirlpool



What They Share in Common:

- Leaders spend >30% of their time on talent
- Leadership philosophy is well defined and understood
- Talent strategy is explicitly linked to business strategy
- Every manager....front line to CEO... has a successor
- Investment premium placed on developing the global talent pipeline
- High potentials identified at all levels, developed and differentially rewarded
- **Leaders are held accountable for standard leadership metrics, including diversity**

* Based on Hewitt Consulting "Top Companies for Leaders", 2007



Challenges

“The mean girls of middle school may change into grown-up ‘shrews,’ ‘witches,’ ‘prima donnas,’ and ‘bitches,’ but underneath, the same game that started in grade school is still being played...[in] and out of the workplace....”

Cheryl Dellasega



Challenges

“To engender a workforce in
YOUR image, YOU need to
lead.”

T.J. Meredith



Challenges

Mentorship
vs.
Sponsorship



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Closing Remarks

“It took me four years to paint like Raphael, but a lifetime to paint like a child.”

Picasso



Closing Remarks

TJM's Top Ten Admonitions

- Don't be afraid to be a woman
- If you never take a position, how do you expect to lead?
- Don't wait to be invited; just show up!
- Lift others as YOU grow
- Show ZERO tolerance for relational aggression
- Create a wake of talent and don't succumb to succession planning as an insider's game
- Begin with the end in mind
- Discomfort is a sign you may be on the right track
- Don't discard; find a way to keep all your passions in the mix
- Always remember that constraints inspire creation



Optional Homework Exercise

- **Identify your “STAR.”** Stated differently, craft a vision that will inspire you in your quest to connect your talents and your passion to address some compelling need in the world.
- **Write Your Eulogy.** It should capture what matters most to you and represent a life you would be proud to have lived.



Backup



TJM's "Style Guide"

- Life is choice
- Focus on the critical few
- Courage of conviction
- Disagree & commit
- Think globally, act locally
- Speak first with the person who matters most and listen generously
- Do not chase ghosts
- Meet your commitments
- No surprises
- There are no free lunches
- Fun



TJM's Top Ten Leadership Attributes

- Trustworthy
- Empathetic
- Visionary
- Insightful Strategically or Politically
- Articulate
- Mythological
- Possesses Great Physical Stamina
- Cultivates an Intellectual Hub
- Irrepressibly Curious
- Sense of Humor