

FOUR *Simple Words*



PREPARED FOR KIM CUSIMANO

A customized report for the team from PIN

The Power of Service

Hello Kim,

Thank you for taking the time to fill in your Service Leadership assessment. You are joining a growing movement of leaders who are leveraging the power of service to care for themselves, serve others and inspire real change. All at the same time.

This report has been prepared based on your input from *The Power of Service* online assessment. It contains a mix of scores and feedback that we hope will give you practical and meaningful feedback to support your leadership development. Throughout this report there will be questions to help you digest this information with the rest of your team.

The leaders from Four Simple Words are excited to be on this journey with you. Let's start our learning together with a tool we call **Service Leadership**.

Introducing Service Leadership

Service Leadership is a new way of thinking about how we look after ourselves, support those around us and inspire meaningful change. All at the same time.

Based on input from hundreds of leaders, we have heard loud and clear that now is the time for Service Leadership. The 21st century is demanding we rethink how we connect and lead our families, communities and offices. There is a growing awareness that the power of being in service to others will allow us to grow our business and rebuild systems that are stuck in the past.

Rather than a specific model to follow, Service Leadership is a *platform* for leading, living and working. It is a tool for individuals and teams that is grounded in self-care, equity and collaboration.

Service Leadership is a springboard for teams that want to do more. Building on your values and successes, a Service Leadership mindset allows us to sustainably build cultures that are focused on truly understanding and meeting needs.

This report has been written to help you explore the 3 steps to Service Leadership for teams:

1. Building our **collective awareness** of the strengths and challenges we have. Understanding what makes us tick (and ticks us off!) is the first step to serving. To best manage our time, and energy, we need to be clear with each other on how much of each our team can spare to genuinely help without losing our won need and goals in the process.
2. With our needs identified and understood, we can **strengthen our skills** to shift the focus outward and actively look for gaps and needs. This is the fun part of Service Leadership: we can explore, learn and co-create meaningful change. Thanks to the hard (and ongoing) work in Step #1, our offers of support are coming from a place of authentic desire to serve and an eagerness to support success that will directly impact our goals/plans and beyond.
3. We can then **align our skills and passions** to create a transparent partnership between our team and the idea/person/organization we want to serve. This means that through conversation, listening and reflection, we understand how our time and skills can create a positive impact. We are serving in ways that allow us to meet actual needs, not what we think they may be. Or even worse, what we want them to be.

Learn more about Service Leadership at FourSimpleWords.ca

Team PIN Service Leadership Rating

Based on your collective answers from these three sections, the Service Leadership rating for your team is



What The Ratings Mean

One: Serving Ourselves

Our energy and priorities are focused on our own needs and profit goals.

Two: Learning To Serve

Our team can identify the difference between profit and purpose goals and we are starting to embrace the concept of It's Not About Me.

Three: Ready To Serve

Our team is actively serving one another and we are creating a culture of service to help meet our own goals.

Four: Actively Serving

Our team is using service to meet and exceed our own goals and is feeling energized by helping others meet their goals.

Five: Changing Systems

In addition to meeting our profit and purpose goals, our team is actively involved in systemic change.

Your Personal Service Leadership Scores

Kim these are your personal ratings for each step.

Collective Awareness *Compare your personal score with your team rating on page 5.*



Leadership Skills *Compare your personal score with your team rating on page 15.*



Aligning Passions *Compare your personal score with your team rating on page 22.*



Section 1



Kim, let's start thinking about the first step to Service Leadership: the Collective Awareness of the team at PIN.

Your team's Collective Awareness rating is:





We have uncovered a simple tool that allows us to focus on the needs of others without giving all our energy away. It allows us to:

- stay present in conversations and not feel overwhelmed
- support others through difficult times without being drawn into negative spaces and
- inspire ourselves and others to do what is right.

This tool is four simple words that will simplify your life, clear your mind and amplify your Service Leadership: It's Not About Me. These wise words will:

Simplify Your Life | When it's not about me, those small little things that rub you the wrong way and take over your energy and joy just don't do that anymore. That car that cut you off on the way to work this morning? That's not about me. That's about someone who is worried about the repercussions of being late for work...again. The email from your colleague that has you wondering what you did to bug her? That's not about me. That's about a mom who is worried about a sick child and doesn't have the time today for niceties. As a Service leader, I can't and won't let the stress or negative energy of others knock me off my course. I can sympathize with and support but I won't let that energy consume my day.

Clear Your Mind | When it's not about me and I am focused on meeting the needs of others, there is no room for that little voice inside my head telling me I am not good enough, constantly questioning my skills or no one cares. As a service leader my time, energy and focus fill all the capacity in my head and there is very little room for doubt or that nagging voice. My energy isn't being consumed by doubt: instead, it is being fuelled by a sense of purpose and accomplishment. This is the real magic of Service Leadership: it is not only good for those we are serving but it is also the best way we can look after our own mental health and wellbeing.

Amplify Your Success | When it's not about me and I am focused on the success of others, more good things start to happen in my life. Rather than just measuring my own accomplishments, I am motivated to create more victories for those around me. Their success becomes my success! When I share support, encouragement and high expectations with others, I get that support, encouragement and high

expectations back to the power of 10. My ultimate success as a leader is seeing others grow their own servant leadership skills. Encouraging others to make it 'not about them' is the successful transformation from being a leader to inspiring leadership in others.

It's Not About Me For Teams

Service Leadership can be a powerful tool for teams ready to measure their success through a purpose-driven lens. By understanding and acknowledging the power of service, teams can grow their triple-bottom-line impact. It's Not About Me (INAM) in a team setting allows us to explore how we can serve our team and mission better. Shifting our focus from what I must achieve to what those around me need to be successful is as simple as thinking about our team members as customers. When entire teams embrace the power of INAM, outcomes are easier to meet, more work gets done and we can think about stretching our overarching goals.

Our research shows that teams ready to succeed in a post-COVID world need the courage to move beyond a winner-take-all mindset and leverage service as a way to maximize their economic, social and environmental reach. The Four Simple Words invite us to embrace the concept of service as a tool to tackle the problems of our time.

Building cultures of service can bring about real and permanent change that customers and employees are demanding. Teams focused on service benefit from:

- Stronger team communications and increased output
- Increased employee attraction and retention (especially for Gen Y & Gen Z)
- Practical ways to support mental health conversations and programs
- Strong and practical language to communicate organizational values to consumers

Problem Solving

Effective problem-solving starts when we look at challenges through a lens of opportunity. Teams interested in building more service into their culture don't think of problems as a distraction. Instead, they think of them as a tool that invites improvement, increases communications and creates opportunities to think about system integration.

You answered **Always** when asked how effectively your team solves problems. Your team responded:

Never	Rarely	Sometimes	Often	Always
0	0	0	5	6

It looks like your team has a high degree of comfort when it comes to solving problems. This likely means that your internal communication is generally effective and trust levels between team members are genuine. It also means that you are open to having courageous conversations that focus on issues, not behaviours.

Leveraging this confidence around decision making, these are two questions you can reflect on to strengthen your Service Leadership:

1. Who asks our team for help in solving challenges? Why do they turn to us?
2. What is an external problem we would like to really be involved in solving?

Team Strengths

This is a list of strengths identified by the team at PIN.

Strength One	Strength Two	Strength Three
Experience	Determination	Organization
clarity of priorities	finding and applying for funding	stamina
Supportive; each team member generously offers to assist peers	Resiliency; this past year has shown that the team has been able to manage immense change	Ability to adapt; Significant turn around in staff opens the door to possibility to rebuild
Continuity of key staff provides organization strength and memory	Staff commitment to the organization and the impact of the work in the community	Rotating contract staff provides new energy and skill sets to the organization
Clear Communication	Effective at task organization	Knowledge
Volunteer support	Communication	Flexibility
Compassion	Leadership	Teamwork
Collaboration	Warmth	Communication
recognize & rely on individual strengths	solution & innovation focused	like minded work ethic - as individuals & team as whole - "got your back" mentality

Team Weaknesses

This is a list of weaknesses identified by the team at PIN.

Weakness One	Weakness Two	Weakness Three
Strategic vision	Taking action on identified priorities	Understanding the boundaries of our domain
heavy workloads make for less quality of work and less time to think strategically	build a unifying joint vision bridge silo's	work in silos
Currently in a reforming stage. Significant turn around in staffing. Need to refocus from COVID	Technology; our team could continue to increase the use of digital tools.	Siloed in our work. Future focus needs to have some knowledge overlap
Dealing with urgent day-to-day tasks/ issues are prorities over longer term planning and priorities	Funding sources drive the priorities - which may not always align with organization's priorities	Rotating contract staff requires continuous onboarding/ training which impacts mgmt workload
work overload		
Isolation/limited interaction with others (wonder if it's from pandemic)	Difficulty moving forward with social inclusion goals	
Connection to Youth	Authentic community presence amongst marginalized communities	Risk-taking
work in silos	limited resources	each person doing many roles and/or doing lots of the side of deck

Watching Our Energy Levels

Out of 10 you answered **4** to describe how well your team monitors individual energy levels. Your team's average answer was:



Team Rating

Being in service to others can be draining, but it doesn't have to be! Understanding this, Service Leaders are always watching their energy levels making sure they are putting more fuel in the tank than they burn. Looking after our own physical and mental wellness (along with accepting the many rewards we get from serving) is the fuel that allows us to give to others without burning ourselves out.

This monitoring of energy starts at an individual level and then rolls up into a collective awareness of our team's ability to serve. Being better aware of one another's energy levels allows us to know when we can give and take some energy.

As you explore how our team communicates about energy, here are some questions to start your thinking.

1. How can we do a better job at checking in on one another and our individual energy levels?
2. Talking about our energy levels demands that we be vulnerable with our teammates. How can we build a culture that embraces vulnerability without leaving us feeling exposed?
3. What energy can our team gain from serving?

Feeling Like a Success

In response to when PIN is most successful, your team answered:

Most Successful
Communicate and clarify each persons weekly goals and tasks during the team meetings
Everyone has a chance to speak
Work to our strengths and abilities and prioritize our work
collaborating on project
communicate with each other.
coordinate and work as a team
rely on each others strengths to solve problems, create new and move forward
remain open to conversation and seeking and asking advice from each other
stop discussion and simply start working

Balancing Short & Long Term Priorities

When asked if your team does a good job of balancing short and long-term needs you said **Agree**. Your team responded:

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
0	1	0	9	1

What do short-term needs look like for your team? What do long-term needs look like for your team?

Section 2



The next step for your team to embrace Service Leadership is building your Leadership Skills.

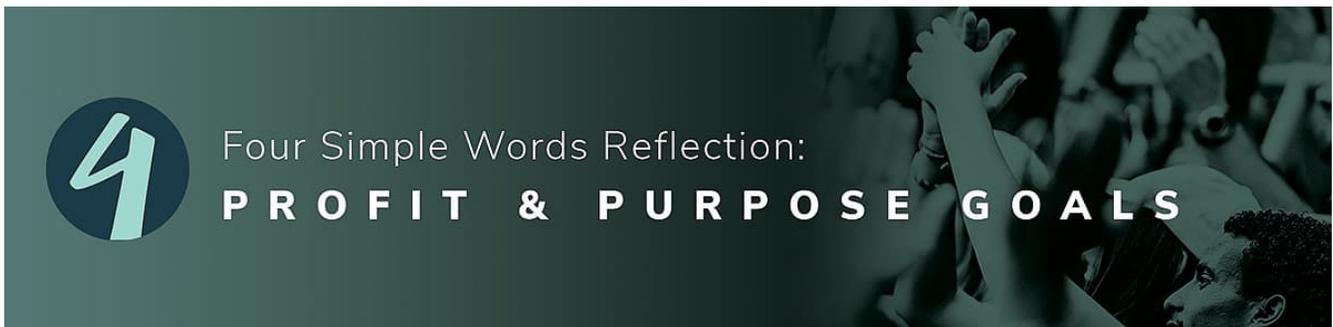
Service Leadership is not any single action. In fact, it is a personal journey to connect and lead with those around us. As teams interested in serving more and better, we can develop specific skills that allow us to look after our own needs and find ways to be in service to those around us.

In this section, we will explore:

- our listening and questioning skills
- how we look for win-wins
- our relationship with change
- our comfort with talking about and taking action on equity

Your team's Leadership Skills rating is:





Meeting our goals AND thinking beyond them is a big step toward building a culture of service. Organizations that have (meaningful) Corporate Social Responsibility (CSR) policies or are designing processes around Environmental, Social, and Corporate Governance (ESG) are embracing the idea that profit and purpose don't have to be at odds with one another.

Teams ready to embrace the full power of service will want to have a conversation around how their team balances *profit* and *purpose* goals.

Profit goals refer to your team's mandated responsibilities assigned by your organization. It is literally your job to do these tasks and we should feel successful when they are met or exceeded. At the same time, we should be taking full responsibility when they are not being met.

Purpose goals are those that ask how we can impact our company, community and world beyond our business metrics. What is our reason for being beyond meeting those profit goals? Service Leadership invites us to explore how we use our skills and passions to serve others.

There are lots of examples of businesses that balance the demands of both profit and purpose goals. Patagonia, B Corps and co-ops are examples of organizations that don't view profits over purpose. They are focused on revenue and purpose.

As you begin to think about your profit and purpose goals, it is also good to start a conversation around how you can monitor and protect both. Cultures can be hard things to change and Service Leadership demands that everyone on the team be able to understand and contribute to goals.

As you think about defining your KPI's around goals, have a team have a conversation around:

- What are the purpose needs that we have identified and addressed recently? How can we share those successes with others? How do we know they were purpose-driven goals?
- What learnings have we had from these experiences and how are they helping us meet our profit goals?

Listening Skills

You gave your team **Above average** to rate your group's overall listening skills. Your team average was:

Poor	Minimal	Sufficient	Above Average	Excellent
0	0	2	8	1

Service Leaders have multiple (and connected) goals while listening. They pay close attention to what is being said to

- Learn
- Evaluate
- Empathize

Listening to learn is less active than other types of listening. When we are taking in new information and facts, we are making special attention to not criticize or over-analyze what we are hearing. We are receiving information to help us understand. We are engaged and prompting the speaker to share so we can comprehend more.

Listening to evaluate allows us to carefully scrutinize what is being said. This type of listening is an active behaviour and usually involves more dialogue resulting in some sort of problem-solving or decision making. It is important to remember that scrutinizing information is not necessarily negative. Instead, we are listening with an open mind and wondering, 'what is she really saying' or 'how does this information ask me to change my ideas or opinion'.

Listening to empathize is the most active type of listening as we need to be thinking about words and emotions. Empathic listening asks that we acknowledge and understand the feelings and emotions of the speaker. This moves us beyond compassion (which is being nice) and asks that we take the time and emotional energy to personally connect with those around us (which is Service Leadership). Service Leaders acknowledge, clarify and reflect while listening to empathize to understand how they can best serve.

Creating Win-Wins

You gave your team an **6** when asked if your group looked for win-wins. Your team average was: 1



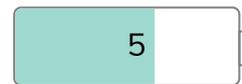
Team Rating

You may be wondering about the benefits of creating win-wins more than some of your team. Continue to explore the power of win-win by:

1. Helping your team have a conversation about what win-win means to you
2. Share your worries about the risks of creating win-wins

Embrace Change

When asked if your team embraces change you replied **Often**. Your team average was Always.



Team Rating

It appears that you may be more open to change than some of your teammates. This is a great opportunity for you to invite your colleagues into a conversation about the sort of change that could positively impact your team. A few questions to help you and them to think about change:

1. When have we successfully embraced change in the past?
2. What is a specific change opportunity that is low risk and has the potential for a big impact?

Asking Questions

In response to your team's comfort in asking tough questions of one another, you replied **Agree**. Your team responded:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
0	0	3	8	0

Building questioning skills is important as we explore ways to serve better. Your team appears to be very comfortable asking one another tough questions. Well done! This is an important foundation for Service Leadership to take hold and encourages courageous conversations.

To help your questioning skills grow even more, you may want to think about:

- Reflect why you are asking questions and what is it you want to gain. Is it factual information? Is it an opinion? Is it to help someone else come to an answer? Having a goal for your questions will help make the best use of your time, energy and Service Leadership.
- Ask questions without knowing the answer. The fewer assumptions we make, the more open we are to really listening. The Socratic method of engaging others is asking a series of intentional questions that help them articulate and understand their needs. This method is especially powerful when we can help others identify contradictions in their answers and then walk alongside them to explore the why.
- Embrace the silence between question and answer especially if it is uncomfortable. Giving time for people to respond, especially when the conversations are big and meaningful is a gift. The more we are comfortable with those spaces and give others time to respond, the stronger our questioning culture will be.

Sharing Feedback

The concept of 'Feedback' has gained a reputation for being negative, uncomfortable and hard to do. Service Leadership turns that idea on its head and demands constant feedback and input because it is being shared in the spirit of *It's Not About Me*. When asked if your team is comfortable in sharing honest feedback with one another, your team responded:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
0	0	2	8	1

It is important to remember that feedback can be celebratory! Good Service Leaders ensure that they are 'catching people doing things right' and are going out of their way to acknowledge the success and accomplishments of others. Service Leadership knows there is an abundance of positive feedback available and sharing it with others doesn't mean that we can't feel acknowledged or celebrated ourselves. Positive feedback isn't an *either/or*. It's an *and*.

When it comes to sharing constructive feedback, Service Leaders know that telling others how to change their behaviours is highly ineffective. Coaching others, however, is a powerful way to direct people toward the changes they need to make without pointing to faults or worrying about how to 'sandwich' good and negative feedback.

Shifting from *telling to coaching* is the difference between saying, "Don't do that again" and "How might you do this better next time?" The first is scolding that will only turn people away. The second is acting as a trusted coach guiding someone on their journey to achieve greater things.

A few examples of reframing criticisms to coaching for change:

- Instead of saying, "I wouldn't have taken that approach," try "What do you think might happen if we tried XYZ?"
- Instead of saying, "You need to improve your communication," try "Based on what you know about working with Earl, how might you frame this differently to help him be more receptive?"
- Instead of saying, "Your strategy clearly didn't work," try "I'd like to hit this goal next time around. How do you think we can get there?"
- Instead of saying, "I don't understand why you can't meet deadlines," try "It's critical we meet this upcoming deadline because if we don't, the entire project will be disrupted. What do you need to do to make sure that happens?"

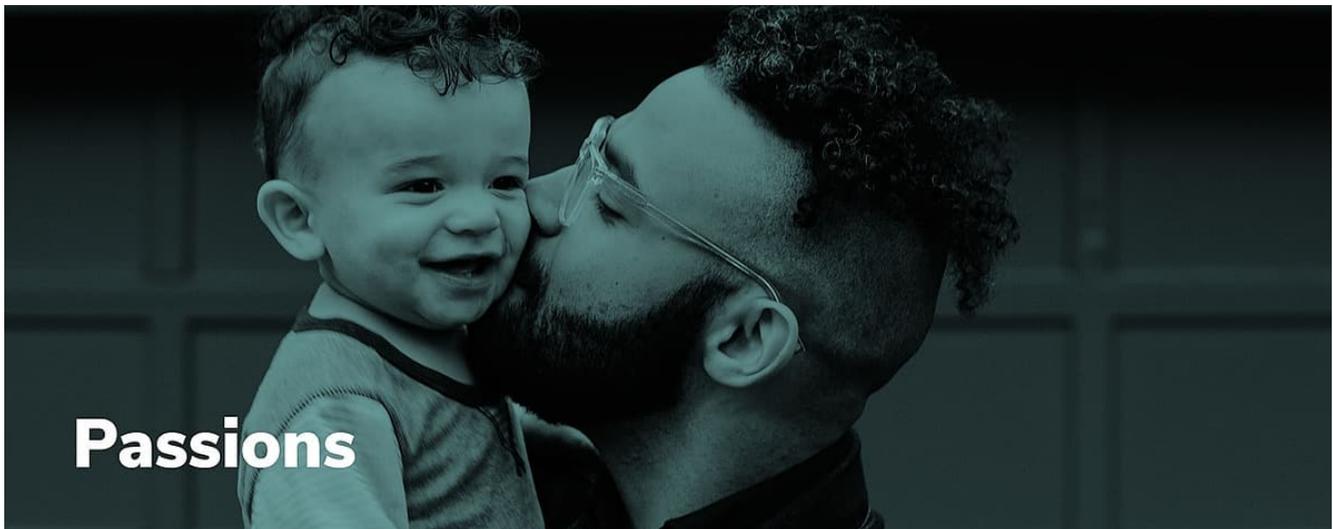
Service Leadership Behaviours

Our research has shown that Service Leaders have great intentionality when it comes to their behaviours. These are some of the specific ways Service Leaders look after themselves, support those around them and inspire change. All at the same time.

- Take less credit
- Shepherd ideas rather than own them
- Focus on results rather than winning or losing
- Solve problems instead of just managing them
- Practice gratitude
- Be a conduit for people and ideas
- Actively look for gaps that need to be filled
- Prioritize abundance over scarcity
- Lose the illusion of (and need for) control
- Protect energy levels of people and teams
- Think about legacy building ... for others
- Ask for permission
- Build service into systems

What are some of the specific behaviours or actions at PIN that let your team serve well?

Section 3



The final step for your team to fully embrace Service Leadership is to Align Your Passions.

Service leaders know they don't have to lose when others to win. By aligning our passions and abilities, teams can maximize the impact we can have on our own goals and support the success of others. Because they measure success differently, Service Leaders focus less on who gets credit and more on outcomes and impact.

In this section, we will explore:

- How we are guided by our collective purpose
- Our relationship with curiosity
- Checking in with those we are serving
- Reflecting on what we are good at
- Making sure we are accessible to others.

Your team's Aligning Passions rating is:





Diversity is a fact. Inclusion is an option. Belonging is the goal of every organization that wants to be successful in today's world.

The COVID pandemic has changed the landscape for employers. This experience has altered our economy permanently, changing expectations around work/life balance. At the same time, growing calls for social justice from movements like Black Lives Matter and Idle No More are creating stresses and opportunities for employers to ensure all team members are feeling safe and included. For organizations that want to embrace this new future, the question is no longer if the conversation around inclusion should happen, but how.

These courageous conversations are a part of our exploration of the impact that Service Leadership can make on our teams. The human need to help others succeed is more than just a goal to strive toward. Equity is a powerful tool that enables us to think of others with respect, interest and genuine enthusiasm. It is also a way for us to build our own self-worth, strengthen relationships and improve mental health for everyone. That is why equity (simply defined as everyone living to their full potential) is a core foundation of Service Leadership. It is an acknowledgement of the power structures, privilege and experiences unique to each of us and influences all our interactions.

How can this diagram help us think about equity at PIN? What bikes can we share to build a more equitable world?



Embracing Equity

Service Leadership invites everyone regardless of their gender, race, age or economic security the opportunity to experience the joy and reward of being in service to others. Unlike the dated concept of servant leadership that places us on an unequal footing to those we serve, Service Leadership demands that all relationships be grounded in equity.

When asked if equality and equity are topics that your team is comfortable in exploring your team replied:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
0	0	3	6	2

Our research has made it clear that leaders wanting to make real change are not only ready and willing to talk and learn about race, belonging and equity but are in fact demanding it be part of their decision making. Organizations and leaders that want to build solutions for the 21st Century know they must create space for courageous conversations and be open to challenging dialogues about power, bias and equity. Organizations that want to learn how to really serve are ready to lean into learning about and changing the invisible barriers holding up some and keeping out most.

What is your initial emotional reaction if someone was to ask what your teams' relationship with the word equity? How can your organization embrace and celebrate conversations about equity?

Checking In

Your answer to if your group was checking in regularly on partnerships was **Often**. Your team responded:

Never	Rarely	Sometimes	Often	Always
0	0	4	5	2

Checking in with others ensures that good our intentions, time and hard work is still meeting the needs we identified at the beginning of a relationship. The most effective way to ensure we are serving well is to make sure we have created clear goals with those we want to serve.

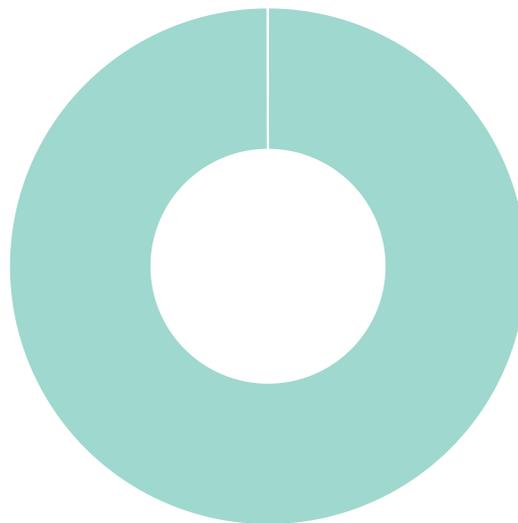
Four Simple Words loves the new goal-setting framework from Adam Kreek, a Canadian speaker and business coach. This model aligns really well with the Service Leadership philosophy that serving others is a partnership, not something we do to others. The CLEAR goal setting model allows us to ensure our service is meaningful at the start, middle and end:

- **Collaborative** | The desired goal needs to include a team or social element that drives everyone to contribute to success.
- **Limited** | There must be a set timeframe in which to achieve the goal, and the scope of the goal needs to be achievable within this timeframe.
- **Emotional** | Goals need to be connected to your core values, as an individual, and as a group. When emotion is attached to a goal, energy and passion become key in achieving it.
- **Appreciable** | While the end goal can be large, the steps in between need to be small. This way they are highly achievable and appreciation can be shared for their accomplishment.
- **Refinable** | Things change, sometimes unexpectedly. Your goal needs to have a strong objective but it also needs to be adaptable and fluid to meet new challenges, changes, and information as they arise.

Shared with permission by Adam. Learn more at [KreekSpeak.com](https://kreespeak.com)

Our Approachability

This is how your team responded when asked if it is clear how others should connect with your group:



● Yes (100.0%) ● No (0.0%)

We often assume that our teams are approachable, as it must be obvious how and why others connect with us. Having an honest conversation about how approachable we really are is key to building a culture of service. It is a good exercise in not making it about us and focusing on user needs.

Some questions to help you think more about your approachability.

1. What does approachability mean to our team? Why does it matter?
2. Who is connecting with us for profit help? How do we want them to approach us for more purpose-based conversations? How can we introduce our skills and passions to them?
3. What are three practical steps we can take to become more approachable as a group?

Embracing Curiosity

Your answer about how well your team embraces curiosity as a tool to explore new ideas was **Often**. Your team responded:

Never	Rarely	Sometimes	Often	Always
0	0	4	7	0

Service Leaders and successful teams love to learn and don't feel the pressure of needing to have all the answers. That permission of not being right all the time allows Service Leaders to ask questions about people, processes and norms. It also allows them to not feel constrained by past thinking or traditional power structures. Curiosity is the first step to understanding what we are truly being in service to and having honest conversations about the best way to serve those needs.

Here are some exercises your team can use to build your relationship with curiosity.

1. Have a think-pair-share exercise at a team meeting about what inspires you outside of work? What are the different ways of thinking you can take from those activities and apply them to work?
2. Stop talking about problem-solving and start asking questions. Rather than focus on what is going wrong, ask questions to better understand the why. Then explore how your team skills (professional and personal) can help get to the core of the issues.

Looking For Opportunities

When asked if your team dedicated time and resources to look for opportunities to help others you replied **Strongly agree**. Your team responded:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
0	0	3	5	3

Being able to meet our goals AND think about serving beyond them is a big step toward building a culture of service. It appears that your team may not yet be ready to think far beyond its own mandate.

To help support broader thinking you may want to have a conversation around how your team balances profit and purpose goals. Both are important Service Leadership. Profit goals refer to your team's mandated responsibilities assigned to you by your organization or board. It is literally our job to meet these goals and we should feel successful when they are met or exceeded! Service Leadership encourages us to also embrace 'purpose' goals as a way to explore how else we can be impacting our company, community and world. What is our purpose beyond meeting those profit goals? How can we use our skills and passions to serve others?

As you think about goals, have a team conversation around these two questions

1. How does your team measure 'profit'?
2. How could your team measure 'purpose'?

What Energizes Your Team

These are the skills that the team at PIN said energized your work.

We Are Energized When
Achieving our work priorities and making a difference in the community
Each member recognize the work of each other
We have completed a larger project, event or task and recognizing efforts of team members.
we are each leaning into our strengths to work together on a project/program/event
we are well rested and inspired
we are working on specific actions and activities
we work on shared project
we work together and have time to communication our thoughts/goals.

FOUR Simple Words

The Power of Service is brought to you by the Service Leaders at **FourSimpleWords.ca** Visit us to learn more about Service Leadership and our latest research.

Service Leadership is a new way of thinking about how we look after ourselves, support those around us and inspire meaningful change. All at the same time.

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