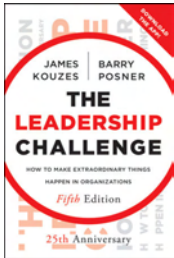


The Leadership Challenge
Model the way



1. Find your voice by clarifying your values.
2. Set the example by aligning actions with shared values.

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service



diversity & inclusion




innovation

aligning actions with values

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1. Rely on persuasion, not authority.
2. Focus more on making progress than making their mark.
3. Build organizational capacity.
4. Connect with, and listen to, a wide range of perspectives.
5. Make it easier for others to contribute and lead.



Key Service Practices

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1. Have empathy for others' truth.
2. Check assumptions before acting.
3. Diversify content and networks.
4. Amplify underheard voices/perspectives.
5. Advance D&I with systemic changes.



Key D&I Practices

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1. Enable appropriate experimentation.
2. Help define the job to be done JTBD*.
3. Foster ongoing improvement.
4. Ensure adequate resource allocation.
5. Seek inspiration and insight everywhere.



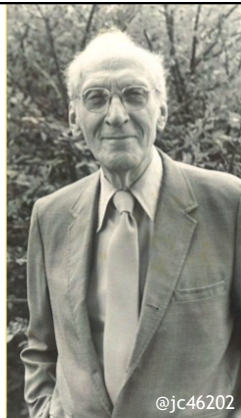
Key Innovation Practices

*concept of Clayton Christenson, Harvard Business School

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"Servant leadership begins with the natural feeling that one wants to serve, **to serve first**. Then conscious choice begins one **to aspire to lead**."

—Robert Greenleaf



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"Diversity is being invited to the party; inclusion is being asked to dance."

Vernā Myers

Harvard-trained lawyer, entrepreneur, author and cultural innovator

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Innovation is "change that creates a new dimension of performance or value."

—Peter Drucker

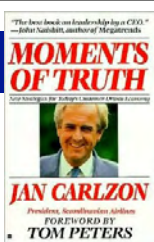
Innovation makes things better.

Innovation often results from "insight into an unarticulated need."

—Gary Hamel



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Moments of truth

Defining moments or moments of truth are those moments that managed well can result in greater loyalty and enhanced satisfaction. Managed poorly and they lead to withdrawal, frustration, and dissatisfaction.

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What are some potential moments of truth for bar association members?

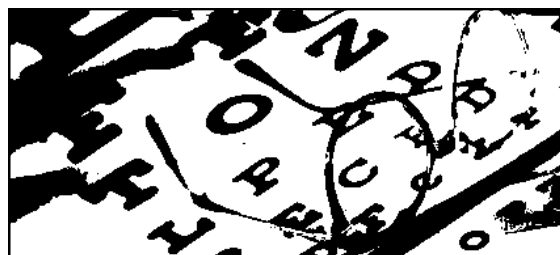
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- Higher ed, assoc mgmt
- Biz owner/entrepreneur
- Regular traveler (incl. intl)
- GenX, single, white male
- "Senior" prof/consultant
- Midwesterner, urban dweller



What lenses/roles/perspectives/filters through which you see the world might influence you and your work as a bar leader?

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Confirmation Bias

the tendency to favor information that fits our preconceived beliefs and understanding

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