

## TAKEAWAYS

### Keynote: Servant Leadership – An Imperfect Ideal by Jana Cohen

BY:  
Jana Cohen Barbe,  
Partner at Dentons

Barbe said no to the partnership track but became an income partner on a 60 percent schedule and later the first equity partner on an 80 percent schedule. She served as the only woman on Dentons Global Board. "I am here because I am an imperfect leader but I'm willing to share my imperfections and thought processes with you."

- Define the leader you want to be. It is an evolutionary process.
- To embrace servant leadership, consider:
  - How do I define success? Success and winning are not the same.
  - How do I become more effective? Always listen and be respectful. When you encounter challenges do not panic, power through.
  - Is it okay to not be liked? Yes, as long as you are *respected*. Authenticity is imperative to becoming an effective and ethical leader.
  - If *you* are concerned about being judged, consider how you judge others. Grow aware of your inherent and subtle biases; they compromise your leadership.
  - Ask, "What do I do well and what do I not do well?"
- Barbe worries that servant leadership can emphasize sacrifice at the expense of ambition and drive.
- Do not apologize for being ambitious. Use power for good.
- Stop being defensive about being the only women in the room
- Leaders must be empathetic, kind, forgiving (believe deeply in the second chance) and lead by example. Never ask others to do what you are not willing to do.
- Exercise: Write your six word autobiography as it relates to your leadership and professional self. Barbe's is, "Did everything wrong. Got there anyways."

Leadership NEW.0 2017 was ILTA's fifth annual leadership development seminar: a one-day conference developed out of sessions at ILTACON designed to honor one of ILTA's great volunteers, Sharon Swartworth, Chief Warrant Officer 5. Sharon's selfless leadership style influenced this year's theme, {servant} leadership.

New {servant} leadership is a way of leading that recognizes that true success come from developing greater ability and health in the team.

### Adopting New {Servant} Leadership Strengths Across Genders

SPEAKERS:  
Kate Cain  
Jince Lukose  
Chief Warrant Officer 4 Tammy Richmond  
Catherine Reilly, facilitating

Servant leadership turns the power pyramid upside down; instead of the people working to serve the leader, the leader exists to serve the people.

- When leaders shift their mind-set and serve first, they unlock purpose and ingenuity in those around them, resulting in higher performance and engaged, fulfilled employees.
- Servant leaders...
  - Build strong teams and build trust. Stand up for your team and then they will stand up for and with you.
  - Excel at seeing the big picture. Share your vision with your team. Create well-defined goals and roles that serve to fulfill the overall vision.
  - Build excellent rapport and relationships with your team. It's more important to be respected than liked. Be transparent. Acknowledge your skills *and* gaps and own up to your mistakes.
  - Personify a leadership style that creates a high degree of loyalty from followers. Seek opportunities to say "yes" because they are rare.
  - Bind people together with trust and encourage high levels of engagement. Be authentic. Be true to the type of person you are in leadership.
  - Define success by their service to followers. Acknowledge and even reward your team's hard work and successes. Say thank you.
- How to say thank you: "Thank you for (name the specific thing). It made a difference for me because (insert reason)." Details matter.
- Servant leadership is a long-term strategy. A servant leader must still make a quick exclusive decision when necessary. With trust and communication, your team will understand and respect your decision.
- Mentors: Be deliberate to find smart people through networks and in associations. Introduce yourself, take notice of their work and ask questions.
- "When transformational leadership is utilized, studies have shown there is no difference perceived between men and women." from Sue J.M. Freeman and Susan Bourque, *Leadership and Power: New Conceptions*