

measures of servant leadership effectiveness in *Zingerman's*[®] community of businesses

<i>an effective servant Leader:</i>	<i>So that we:</i>	<i>Get these desired results:</i>	<i>that are measured by:</i>
1. Provides Vision	So That We	Inspire and give direction & a sense of being part of something special	<ul style="list-style-type: none"> • Long term vision in writing • Annual Plan is written & shared with staff
2. Gives Great Service to Staff: <ul style="list-style-type: none"> • Follows the 3 Steps to Giving Great Service • Follows the 5 Steps to Handling a Complaint 	So That We	<ul style="list-style-type: none"> • Can expect the staff to give service to our guests that is as good as the service we give them • Effectively model our approach • Set the right tone for a service-oriented work place 	<ul style="list-style-type: none"> • Steps 1 & 2 are governing all your employee interactions • Step 3—going the extra mile—happens at least 5 x/day for staff members • All complaints are handled using the 5 Steps
3. Lives & Teaches Zingerman's Guiding Principles	So That We	<ul style="list-style-type: none"> • Walk our talk in regard to our Guiding Principles • Keep the Guiding Principles as a living, meaningful document • Set an environment where people really do what they say 	<ul style="list-style-type: none"> • Reputation for personal integrity • Department that is well regarded by others in the organization
4. Is an Active Learner & Teacher	So That We	<ul style="list-style-type: none"> • Gather new information all the time • Teach staff our views and share information lavishly 	<ul style="list-style-type: none"> • 2 hours/week of formal learning • 1 hour/month of teaching listed in Workin'!
5. Lives the Zingerman's Training Compact	So That We	Provide staff with what they need to be successful	<ul style="list-style-type: none"> • Passports in use for each staff person • Using the Passport, all staff can answer the 4 Training Plan Questions for themselves
6. Says, "Thanks!"	So That We	<ul style="list-style-type: none"> • Let people know that they really did make a difference • Lead with appreciation • Recognize that people respond to the positive 	<ul style="list-style-type: none"> • At least one thank you note per week • Two verbal "thanks you"s per week to people who don't report to you • Verbally thank everyone on every shift