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## Turning bosses into leaders

### Rev. Keith Clark authors book for business community

BY MAUREEN WALLENFANG • POST-CRESCENT STAFF WRITER • OCTOBER 4, 2009

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The term was corrupted in later years when people thought it mean people in leadership positions should get involved in service projects, he said.



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For Greenleaf and Clark, it meant the leader was in a position to serve the needs of others within the organization, and in the process help others grow, become healthier and more autonomous.

#### Seminar Results

Those who've taken Clark's leadership seminars say it changed the way they viewed customers and how to serve them.

Tony Abts, president of the ACES Xavier Educational System in Appleton, asked Clark to speak to his [educators](#).

"For us as a Christian and Catholic organization, it was close to our mission. It was a natural fit."

As a result, he said his system made changes, including opening themselves up to more feedback from students and staff.

"In our situation, the customers are students, but also their parents. The parents are making a choice to send the child to our school. They're the ones paying for the services. It helped us redefine the relationship with the people we serve."

He said it also showed him that his colleagues were also customers.

"You make sure all the people who report to you have the support and resources to be able to do the job you've asked them to do. It's your job as leader to make sure the support and resources are there."

Another who took the course praised Clark's vision.

"It's a practical [application](#) of the topic of servant leadership. It's very clear," said Jennifer Jakobek, director of community relations and development for the Mother of God Monastery in Watertown, South Dakota. She organized a seminar for 100 people in her town, including those from business, non-profits, schools and police.

"It was extremely well received," she said. A number in the April seminar also

asked for the book.

"A lot of books on leadership are fuzzy, pie in the sky," she said. "(Instead) he shows you how to implement the practices. I would recommend the book. Nothing beats having it in front of you."



The Rev. Keith Clark, author of "Leadership: The Art of Empowering," works on a new book last week in his private room at the Monte Alverno Retreat Center in Appleton. Post-Crescent photo by Kirk Wagner

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#### WHERE TO FIND BOOKS AND SEMINARS

The book "Leadership: The Art of Empowering" can be picked up for \$20 plus tax at Monte Alverno Retreat & Spirituality Center, 1000 N. Ballard Road, Appleton. 920-733-8526. Books also may be ordered by mail for \$24.95, which includes shipping and handling, by contacting Keith Clark by e-mail at [kclark@thecapuchins.org](mailto:kclark@thecapuchins.org). Keith Clark's leadership seminars are organized as needed for groups of 12 or more individuals. Half-day seminars are \$45 per person. Contact: Jane Kolosso, 920-733-8526.

#### THOUGHTS ON LEADERSHIP

Keith Clark's ideas on leadership, excerpted from seminar materials and his book "Leadership: The Art of Empowering": Empowering people: "The most basic and in some ways most powerful way to empower colleagues is to thank them for what they have done to contribute to our common enterprise. It will encourage them to do more of it."

More powerful words: "Next to the words 'thank you' we believe the words 'what do you think?' are the most empowering words a leader can speak."

Why employees quit: "Fifty-two percent of workers surveyed said they would change jobs if they could. People don't leave their companies or their jobs; they leave their bosses."

Leadership mindset: "Servant leadership works because it is the right way to treat people."

Servant leaders "Avoid trappings of power, position and prestige." Those trappings take the form of reserved parking spaces, perks and privileges not given to all.

Empowering the boss: "Say thank you. Not because they're the boss, but because they're a colleague. It's got to be genuine. They're probably just as starved for affirmation as you are. It's universal. The man or woman at the top of the organizational chart is just as much in need of being empowered as the mail room clerk."

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