

A gray silhouette of a person standing with their arms raised in a 'V' shape, positioned behind the text.

# **THE SERVICE DRIVEN™ LEADER**

Moving Your People and Your Bottom Line Forward

D O N A L D C L I N E B E L L

## **Praise for** *The Service Driven Leader*

“I love this book! Donald Clinebell has given us a truly uplifting work that should be read by all leaders who desire to create a unified and highly motivated workforce focused on their organization’s success. *The Service Driven Leader* provides a guide on how leaders who serve and care for others will create a culture that will empower and energize employees to help stimulate continuous improvement while increasing profits. In his book, Clinebell delivers important advice, which is to tell employees that they are valued, but first leaders should learn to value themselves. He also provides a stimulating and instructional message on how to transform ourselves by being service-driven leaders, who will be of benefit to the organization we serve while strengthening relationships with fellow employees, family, and friends.”

—Alan Adamo

**Former Corporate Vice President of Human Resources,  
Fluidmaster  
Organizational Development Instructor, University of California, Irvine**

“*The Service Driven Leader* is a compelling work, an instant classic. Donald Clinebell applies the concept of servant leader to the private sector in a ground-breaking way. He crafts a powerful daily tool for the creation of an inspired, motivated, and productive leadership team and work force. *The Service Driven Leader* is a must-read for business leaders who want to move their people and their bottom line forward!”

—Paul Barnes

**Former Production Superintendent  
Shell Oil Company**

“I have been ‘in service’ with Donald for the past twenty years. He is a passionate servant with an engaging and powerful message.”

**—Mitch Ritschel**

**Senior Living Industry Executive**

“*The Service Driven Leader* by Donald Clinebell demonstrates an amazingly simple yet potentially life-changing shift in the paradigm of modern business. The capacity for a service-driven life is within us all, and as he aptly points out, is a uniting force. Donald demonstrates a unique vision to energize and focus the leadership of any organization, large or small, to ‘move the bottom line forward,’ in his words, and help us all become better versions of ourselves. He demonstrates this with real-life examples and an easy-to-follow methodology.”

**—Susan Hattan, JD**

**Estate Planner**

**Susan Dallas Hattan Law Firm**

“Much has been written on compassionate management, servant leadership, and corporate culture in business. Donald Clinebell’s latest book, *The Service Driven Leader: Moving Your People and Your Bottom Line Forward*, is a practical application that goes beyond. It addresses the true meaning of being an effective leader through humility and inspiring others to drive organizations to greater performance and true meaning.”

**—Vince Bianco**

**Interim CEO and Senior Sales Leader**

**Vince Bianco LLC**  
**Former Chief Executive Officer, Advance Medical Reviews**

“Ground-breaking and empowering! *The Service Driven Leader* is a must-read for every business leader; it is practical in its application and inspiring in its approach. Many people go through work life just barely surviving, without passion and joy for their jobs, especially in the legal field. This book is about finding passion in work through service to your clients and customers, which ultimately comes back to empower you and your business. Whatever your work background, Donald Clinebell’s service-focused approach is going to make your life better, motivate and engage your employees, and move your bottom line forward.”

—**Anabella Q. Bonfa, JD**  
**Wellman & Warren LLP**

# Acknowledgments

Over the past five years, I've been blessed with the opportunity to speak about my books all over the country. I have related time and again my own story: how I came to know the power of service to change and renew the lives of those I serve and the power of service to change and renew and empower... me.

In *Extraordinary Living*, I wrote about service as the “common thread” that crosses all lines and boundaries and unites us all. That common thread is the central component that runs through all five major religions and all belief systems of consequence, from agnosticism to New Age philosophy to science-based thinking.

*The Service Driven Leader* is the final book in the “Service Driven” trilogy. It is a book that has been on my mind and in my heart for two decades. It is the application of the concepts of how service, of servant leadership, relates to business leadership.

I attended a dinner party recently at which one of the guests, the CEO of a large company, had heard about what was then my upcoming book on service-driven leadership. He asked this question: “I've heard great things from several of my colleagues who have read the flyer about your new book. They're using words like ‘revolutionary’ and ‘groundbreaking.’ What's the excitement about?”

For me, the excitement is this: when the power of service is applied to business leadership, it engages and inspires; it moves and changes companies. Service-driven leadership gives companies the power to shape their financial future. Indeed, one service-driven leader can change a company from the inside out...and carry it to greatness, in every way.

I am grateful to the many friends, colleagues, and business leaders who

have been with me on this service-driven journey. I extend my great thanks to David Welday for his continuing dialogue and input. David's contributions, and his commitment to ideas that truly matter, cannot be overstated.

There are many who have supported this journey over the years:

- Sponsors and supporters of the Service Driven Institute and Service Driven Seminar
- My friend and fellow man of service, Paul Barnes, who has contributed in many ways to the mission of the Service Driven Institute
- In the Company of Prayer and its dynamic founder and president, Leslie Bianco
- The Shoffner Law Firm, the Susan Dallas Hattan Law Offices, and San Clemente Bath Company, who have all been of support and encouragement along the way
- Loyal and dedicated supporters of the Institute
- “Launching Sponsors” of the Service-Driven Leadership Seminars

My wonderful children, whom I love so dearly, have continued to be an important part of this journey. Both have had an essential role in shaping my view of the power of service in all our lives. I am grateful today, and every day, for their love and for who they are and are becoming. Their extraordinary lives bless and enrich mine daily.

My great thanks to Libbye Morris, whose editing skills and input both on this book and on *Extraordinary Living* went “above and beyond.”

I look forward to seeing you at an upcoming Service-Driven Leadership Seminar in your area. In the meantime, feel free to communicate with me at [theservicedrivenlife@gmail.com](mailto:theservicedrivenlife@gmail.com) or through the Service Driven Institute website ([www.servicedriveninstitute.com](http://www.servicedriveninstitute.com)).

In love and service,

Donald Clinebell

San Clemente, CA, USA

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## **Introduction: The Missing Ingredient**

*“If you want to build a boat, don’t begin by collecting wood, cutting boards, or assigning tasks. Begin by awakening in the souls of your workers a longing for the vast and boundless sea.”*

*—Antoine de Saint-Exupery*

A serious problem is plaguing the American workforce, robbing employees of fulfilling careers and organizations of productivity: disengagement. You could call it apathy, which is defined as a lack of interest or concern.

If you are a business leader in a boat- or ship-building company, the powerful quotation from Saint-Exupery shown above is a literal statement, a literal guide to creating engaged and productive leaders and employees. But if you are not a boat builder in the literal sense, this is a metaphor—a very powerful one. As business leaders, we are all, in a sense, boat builders.

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Saint-Exupery uses a metaphor for awakening in your workers and employees a powerful and productive force: “the longing in their souls.” What they long for is not literally “the vast and boundless sea.” Rather, they long for purpose, meaning, joy, and fulfillment in what they do. If they don’t get those important needs met in your company, they will constantly be looking for them elsewhere, at some level, in other companies. They will leave your company to go wherever they can find them—or think they can find them.

## The Problem: Only One-Third of American Workers Are Engaged

According to Gallup’s 2017 “State of the American Workplace” report, only 30 percent of employees are what Gallup calls engaged at work—involved in, enthusiastic about, and committed to their work and workplace. They love their jobs and make their organizations and America better every day. At the other end of the spectrum, 16 percent of employees are actively disengaged—they are miserable in the workplace and destroy what the most engaged employees build. The remaining 51 percent of employees are not engaged; they’re just there.<sup>1</sup>

Gallup measures employee engagement using a twelve-element survey (Gallup's Q12) rooted in employees' performance-development needs. When those needs are met, employees become emotionally and psychologically attached to their work and workplace. As a result, their individual performance soars, and they propel their teams and organizations to improved crucial outcomes such as higher levels of productivity, safety, and quality.<sup>2</sup>

Engaged employees benefit their organizations and the economy as a whole. The Gallup report says, "The real goal of employee engagement is improved business outcomes. Engaged employees contribute to the economic health of their company and the nation in ways that other employees do not. Employees who are engaged are more likely to stay with their organization, reducing overall turnover and the costs associated with it. They feel a stronger bond to their organization's mission and purpose, making them more effective brand ambassadors. They build stronger relationships with customers, helping their company increase sales and profitability."

The Gallup study also reveals that more than half (51 percent) of employees are searching for a new job or watching for openings elsewhere.<sup>3</sup>

If your company is one of those wracked by disengaged and unmotivated employees, the chance of your company growing, or even of surviving, in the long term is slim. Selfish employees—those who watch out for themselves—have produced a business model and environment that does not work. It is fundamentally dysfunctional.

## The Solution: Service-Driven Leadership

This book is about a revolutionary and groundbreaking solution for the disengagement problem: service-driven leadership. As Stephen Covey points out, "The great leader is seen as servant first, and that simple fact is the key to his/her greatness."<sup>4</sup> Part of the greatness of service-driven leaders is their

ability to produce engaged employees—those who are inspired and motivated—and involved in, enthusiastic about, and committed to their work and to their company’s vision and future.

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Part of the greatness of service-driven leaders is their ability  
to produce engaged employees.

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Service-driven leadership is leadership that puts serving others first—employees, clients, customers, community. When leadership meets the power of service, it engages and inspires; it moves and changes people and thus companies. Outlook changes outcomes. And, as you will see in this book, it gives companies the power to shape their financial future.

If you’ve heard the term “servant leader” before, perhaps you think it refers to someone leading a service organization such as a Rotary Club, a Kiwanis Club, or a Junior League Club—a nonprofit, 501(c)(3) organization. Or perhaps you think of Mother Teresa, who said, “I live as a servant, and thereby I am changed, I am renewed.”

This is certainly one part of the “servant leader” concept. The power of service transforms and empowers charitable organizations. But if you leave it at that, you will have missed an extraordinary opportunity! I say this because being a servant leader is not only personally transformative; it is a highly effective business practice.

My second book, *Extraordinary Living*, published in 2016, is a study of the power of service in all our lives, in every part of our lives—across all boundaries of faith and no-faith, all belief systems, and all spiritual disciplines of significance.

This book, *The Service Driven Leader*, is a companion to *Extraordinary Living*. It applies the power of service in the context of business and business leadership. It is intended for leaders and aspiring leaders in profit-based

companies who seek to understand and apply servant leadership in a way that is specific and revolutionary and will ensure enduring success. I wrote it for leaders who want to remove the limits on their capacity to lead entirely.

If you wish to super-charge the performance of your business or organization and ensure its enduring success, I challenge you to enrich and expand your thinking about “service.” This book is about leadership that comes not just from the head but from the heart. When leadership comes out of service, it is powerful, productive, and inspired. It is leadership that changes companies and businesses forever—moving people, and thus products and services.

As a leader, you want to make those around you better. As a service-driven leader, you have the opportunity, but more importantly, the *potential* to make your entire organization better—your employees, your profits, even your community. Service-driven leaders understand the power of service to change and renew others—and themselves.

*Service* is the missing ingredient in the American workforce.

In the pages that follow, we will explore how to incorporate service-driven leadership to your organization. When you make the choice to serve—when you engage in service as a business leader—you will discover the ability and the power to shape the future of your company. You will have made a choice that represents the deciding point between a company’s enduring success and its eventual demise.

By reading this book, you are seizing an opportunity to accomplish some extraordinary things:

1. Re-engage and empower yourself in your chosen profession.
2. Engage your employees in *what* they do and *why* they do it.
3. Change your company, business, employees, and community, for the better—forever.

The reward is that you will be able to satisfy that longing for fulfillment in your own soul and in the souls of those who work with you toward a common purpose. And when that happens, there are literally no limits to increased productivity and moving your company's bottom line forward.

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1 "State of the American Workplace," Gallup, 2017, <https://news.gallup.com/reports/199961/7.aspx>. This is the third iteration of the study, which Gallup developed using data collected from more than 195,600 US employees via the Gallup Panel and Gallup Daily tracking in 2015 and 2016, and more than 31 million respondents through Gallup's Q12 Client Database.

2 Ibid.

3 Ibid.

4 As stated in the foreword to Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness*, 25th Anniversary Edition (Mahwah, New Jersey: Paulist Press, 2002).