



How to Serve Your Followers

Carla Harris

At [Leadercast Live 2019](#), Carla Harris, vice chairman and managing director of Morgan Stanley, defined a healthy team as one that embraces authenticity, collaborates, manages conflict and differences productively, and champions encouragement.

Carla's 8-Step Challenge to Being a Servant Leader:

- 1. Focus on your own authenticity.** Embrace your skills and interests to leverage relationships and be comfortable in your own skin.
- 2. Build trust.** This happens when you deliver results over and over again. Carla suggests thinking of four things you can do for your client before you ask for anything.
- 3. Create clarity.** People are motivated to outperform if they have a clear goal. Even if you cannot determine what the goal will be six months from now, set a clear one for each day.
- 4. Produce other leaders.** Leadership is a journey from execution to empowerment. Amplify your impact as a leader by raising others up.
- 5. Seek diversity.** If you have homogenous thoughts at your decision-making table, you will have gaps in the market.
- 6. Innovate.** You have to teach your team how to fail because if they're scared of failure, they will not innovate. Make sure they know failure will not result in an adverse reaction from you.
- 7. Be inclusive.** Ask others how you can show up as an inclusive leader.
- 8. Use your voice.** Then, give everyone else a voice so they feel ownership.