



# THE CRUCIBLE EXPERIENCE AND THE MAKING OF LEADERS

**LCLD**

A presentation by Chris De Santis with help from Warren Bennis, Robert Thomas, Daniel Goleman, Peter Drucker, and Richard Haas

# The Function of Leadership

- **Warren Bennis'** definition of leadership is focused on the individual capability of the leader: "Leadership is a function of **knowing yourself**, having a vision that is **well communicated**, building **trust** among colleagues, and **taking effective action** to realize your own leadership potential."
- **Peter Drucker** sums up leadership as: "The only definition of a leader is someone who has followers." To gain followers requires **influence**.

# Crucible Experience Activity

- Sit back and listen to three stories about leading others
- Listeners record traits, characteristics, and behaviors of the speaker's role in the story.
- Compare traits after all stories are told and create a list of three traits.
- Record and reconvene in the larger group to share your lists in ten minutes.

# Joseph Nye on Leadership



- Emotional Intelligence
- Communication
- Vision
- Organizational Skill
- Machiavellian Political Skills
- Contextual Intelligence

# Leadership Competencies

- Adaptive Capacity
- Engaging others by creating Shared Meaning
- Voice
- Integrity

# Adaptive Capacity

- Hardiness, (perseverance and resiliency)
- First-class noticer (cross disciplines and flexing)
- Learning learning (HAB)
- Proactively seizing opportunities
- Creativity, from problem to opportunity

# Engaging others by Creating Shared Meaning



- Encourage dissent (Red Hats and the third alternative)
- Empathy
- Obsessive communication

# Integrity



- **Ambition**
- **Competence (in context)**
- **Moral compass**



# Voice



- Purpose (our better angels and congruence of word and action)
- EQ

# EMOTIONAL INTELLIGENCE:

The capacity for recognizing your own feelings and those of others, for motivating yourself, and for managing emotions well in yourself and in your relationships

# The Components of EQ

- **Self Awareness:** the ability to recognize your moods and the impact they have on others
- **Self Regulation:** the ability to control or redirect disruptive impulses or moods, to think before acting
- **Empathy:** to understand the emotional make up of others and to act accordingly
- **Social Skills:** proficiency in managing and building relationships as well build rapport and find common ground
- **Motivation:** a passion for work beyond status and money and pursuing it with energy and persistence

# THE CRITICALITY OF FEEDBACK



# Asking for Feedback



- Going forward what might I do better?
- What are others saying about my performance?

# Receiving Effective Feedback

- Know how you might react and don't
- Listen quietly and clarify
- Resist getting defensive or argumentative
- Understand their perspective
- Know it is one person's opinion/perspective
- Summarize situation and discuss alternative behaviors as appropriate
- Remain calm
- Thank them
- Finally, determine if this is an action item

# Appreciative Inquiry

Creating shared interpretations from narratives and looking for the common themes expressed in the service of learning.

# Thanks for Listening

Chris De Santis

[Chris@cpdesantis.com](mailto:Chris@cpdesantis.com)

[www.cpdesantis.com](http://www.cpdesantis.com)

Join me on LinkedIn