



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY

The Servant Leader: Enabling Exceptional Performance

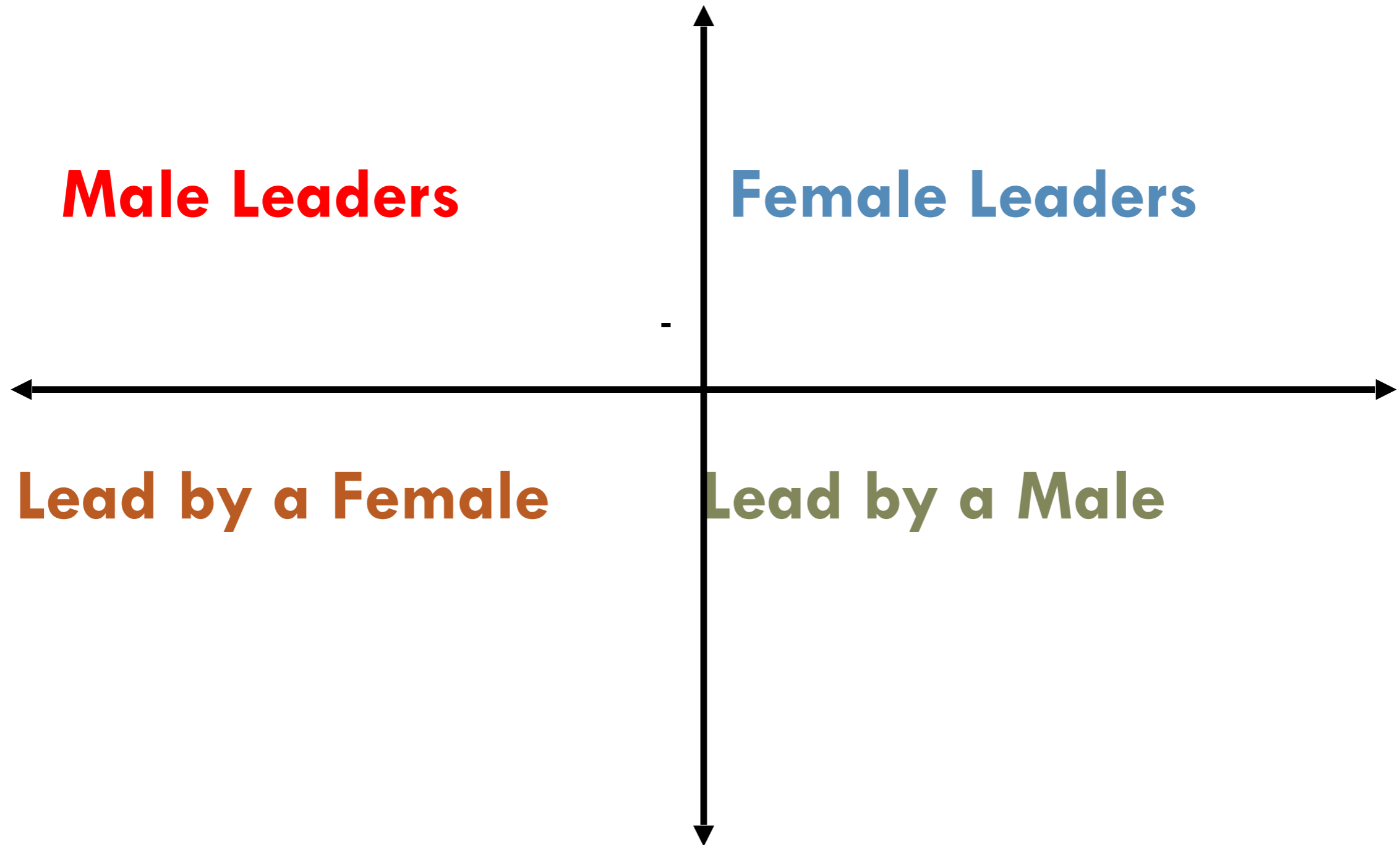
Chris De Santis with help from Warren Bennis, Robert Thomas, Daniel Goleman, Robert Greenleaf, Peter Drucker, Joseph Nye, Sylvia Hewlett, Carol Dweck Patrick Lencioni, Herminia Ibarra, Neil Howe, William Strauss, John Campbell, Alan Berson, John Kotter, Rolf Dobelli, and Richard Haas.

Your Crucible Experience: A Variation of The Poetic Principle

- Share two or three stories about leading others or being lead.
- 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.

Leadership Stories Groupings

Type to
enter text



Presence: Fake it until you become it



- How you look (Appearance)
- How you speak (Communication)
- How you act (Gravitas)

Appearance



- Polished/ groomed
- Fit/ healthy
- Appropriately stylish
- Energetic and vigorous

Communication

- Superior speaking skills
- Ability to command a room
- Forcefulness/assertiveness
- Ability to read others
- Sense of humor/ Banter
- Body language/posture

Gravitas




- Confidence
- Decisiveness
- Integrity
- Emotional intelligence
- Reputation
- Vision

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**.

Leaders and the Leadership Compass: Change Agents with a Mission



- **North** Leading those who lead you
- **South** Leading those who report to you
- **East** Leading your clients
- **West** Leading your colleagues

Leadership Competencies



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

Adaptive Capacity

- Hardiness, (perseverance and resiliency)
- First-class noticer (cross disciplines and T shaped)
- Learning learning (HAB)
- Proactively seizing opportunities
- Creativity, from problem to opportunity (temperament- assertive or responsive)

Engaging others by Creating Shared Meaning

- Encourage dissent (Red hats, the third alternative, and arriving at consensus)
- Empathy
- Obsessive communication (transparency)

Integrity



- Ambition
- Competence (relative to your role)
- Moral compass (behaviors trump intentions)

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

EMOTIONAL INTELLIGENCE

- Is not the same as “being nice”
- Is not operating at the feeling level all the time
- Is largely learned (as opposed to IQ)
- Distinguishes star performers, especially at the highest levels of organizations
- Critical to successful change initiatives

Components of Emotional Intelligence

- **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

Joseph Nye on Leadership



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

Leading and Leadership Across Generations

- Traditionalists
1922-1943

- Agentic traits -ambition, confidence, assertiveness, dominance, self-sufficiency

- Generation X
1965-1981

- Realist vs Inspirational
- Focus on skill building
- Short time line
- De-emphasize hierarchy
- One on one

- Boomers
1944-1964

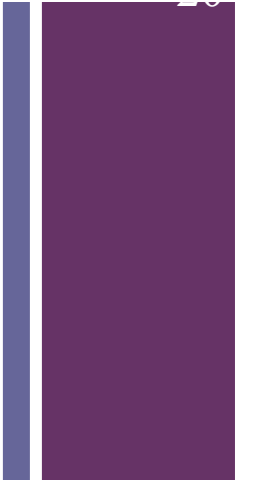
- Agentic traits with heart

- Millennials
1982-2002

- Be interested in them
- Recognize and reward
- Share information
- Apply EQ



Practical Advice for Leading Others



- **Explain your management style** (Direct, blunt, procedural, big picture, family friendly, task focused, transparent)
- **Your expectations of others** (Loyalty, being candid, being prepared, quality focused, accountable, a good listener, challenges me)
- **Our responsibilities to each other** (Communicate how? when? how often? Work as a team and explain what it looks like)
- **When to Connect** (with questions, ideas, feedback requests, complaints, no surprises, 24/7 or 8/5?)
- **My vision** (Success to me looks like this..., the higher calling, purpose)

Leading and Managing in Action

TRANSFORMATIONAL

- Establishing self as a role model
- Delineate future goals
- Communicate purpose, vision and values (Inspirational Vision)
- Explain reasons
- Examine new perspectives for problem solving (Intellectual Stimulation)
- Focus on developing and mentoring (Individual Consideration)

TRANSACTIONAL

- Appeal to subordinate's self interest
- Clarify responsibilities and create rewards and consequences
- Active management by exception: Attend to mistakes and failures to meet standards

Context Determines Approach to Leading

Public

- Directive
- Agentic
 - Ambition
 - Confidence
 - Self-sufficiency
 - Dominance
 - Assertiveness

Team or Individuals

- Emotionally Intelligent
- Facilitative
- Communal
 - Kindness
 - Helpfulness
 - Concern for others
 - Warmth

THE CRITICALITY OF FEEDBACK



+ Giving Effective Feedback

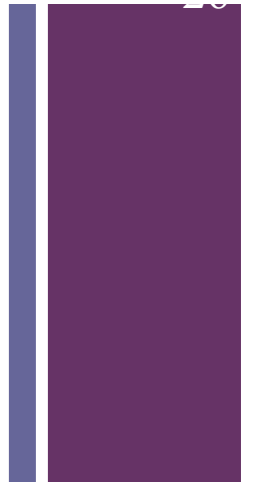
- Timely
- Balanced across performance
- Accurate, Specific, and Relevant
- Tied to performance issues
- Use “I” Statements
- Ask for their perspective, don’t interrupt
- Stay focused on one issue at a time
- Keep personality and motive out of it, discuss observable behaviors
- Do not get defensive
- Discuss the importance attached to the feedback, consequences if any

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



Additional Feedback Tips



- NEVER send negative feedback by email.
- Instead of asking how you did, ask: "going forward what can I do better."
- Or, "what are others saying to you about my work product?"
- Try using "let me share my perspective" rather than saying "let me give you some feedback"
- Share with others your mistakes

When there's Trust

- Admits weaknesses and mistakes
- Asks for help
- Accepts questions and input into their areas of responsibility
- Takes risks in offering feedback and assistance
- Appreciates and taps into one another's skills and experiences
- Focuses time and energy on important issues, not politics
- Looks forward to meeting with group and working together

Finding Your Leadership Style

- Know when you are in performance verses learning mode, so you can work on getting better
- Look around and learn from diverse role models
- Don't let your "story" define you, embrace your changing nature and edit your story as needed

Thanks for Listening

Join me on LinkedIn

Chris De Santis

Chris@cpdesantis.com

www.cpdesantis.com