

The Servant Leader: Enabling Exceptional Performance

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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



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Leadership Essentials

- **Peter Drucker:**
 - “The only definition of a leader is someone who has followers.” To gain followers requires **influence**.
- **Warren Bennis:**
 - “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.”



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A Thought Experiment in the Perceptual Bias of Leaders

- Choose one of the following four categories to act as a frame of reference for creating a list of traits, behaviors, and/or characteristics of effective leaders.
- Distill the list down to a critical few of no more than three traits.
- Record and reconvene in the larger group to share your lists in five minutes



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Leadership traits as seen from these perspectives

**Male Leader
from Female gender
trait perspective**

**Female Leader from
Male gender trait
perspective**

**Male Leader from a
Male gender trait
perspective**

**Female Leader from
a Female gender
trait perspective**



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Context Determines Approach to Leading

Public

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

Team or Individuals

- Emotionally Intelligent
- Facilitative
- Communal
 - Kind
 - Helpful
 - Express concern for others
 - Warm



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Presence: Fake It Until You Become It

- Appearance: How you look
- Communication: How you speak
- Gravitas: How you act



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Appearance

- Polished and Groomed
- Fit and Healthy
- Appropriately Stylish
- Energetic and Vigorous



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Communication

- Superior Speaking Skills
- Ability to Command a Room
- Forcefulness and Assertiveness
- Ability to Read Others
- Sense of Humor and Banter
- Body Language and Posture



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Gravitas

- Confidence
- Decisiveness
- Integrity
- Emotional Intelligence
- Reputation
- Vision



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Leadership Competencies

- Adaptive Capacity
- Engaging Others by Creating Shared Meaning
- Integrity
- Voice



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Leadership Competency One: Adaptive Capacity

- Hardiness: Perseverance and Resilience
- First-Class Observer: Cross Disciplines and T-Shaped
- Proactively Seizing Opportunities
- Creativity: From Problem to Opportunity (temperament - assertive or responsive)



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Leadership Competency Two: Engaging Others by Creating Shared Meaning

- Encourage Dissent
 - Red Hats
 - The Third Alternative
 - Arriving at Consensus
- Empathy
- Obsessive Communication (Transparency)



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Leadership Competency Three: Integrity

- Ambition
- Competence (Relative to Your Role)
- Moral Compass (Behaviors Trumps Intentions)



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Leadership Competency Four: Voice

- Purpose: Our better angels and congruence of word and action
- EQ



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Joseph Nye on Leadership

- Emotional Intelligence
- Communication
- Vision
- Organizational Skills
- Machiavellian Political Skills
- Contextual Intelligence (Beware the “Illusion of Knowledge”)



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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



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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



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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 action)
- **Empathy:** To understand the emotional make up of others and to act accordingly
- **Social Skills:** Proficiency in managing and building relationships as well as building rapport and finding common ground
- **Motivation:** A passion for work beyond status and money, and pursuing it with energy and persistence



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Leading and Leadership Across Generations

Boomers

1944-1964

- Agentic traits with heart
- Ambition, confidence, assertiveness, dominance, self-sufficiency

Generation X

1965-1981

- Realist vs. Inspirational
- Focus on skill building
- Short timeline
- De-emphasize hierarchy
- One on one

Millennials

1982-2002

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



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Practical Advice for Leading Others

- **Explain Your Management Style:** Direct, blunt, procedural, big picture, family friendly, task focused, transparent
- **Communicate Your Expectations of Others:** Loyalty, being candid, being prepared, quality-focused, accountable, a good listener, challenges me
- **Share Our Responsibilities to Each Other:** Communicate how? When? How often? Work as a team and explain what it looks like.
- **Explain When to Connect:** With questions, ideas, feedback requests, complaints, no surprises, 24/7 or 8/5?
- **Communicate Your Vision:** Success to me looks like this..., the higher calling, purpose



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Advice for Level Three Conversations

- **They Understand Your Why:** I love what I do because
- **They Know and Understand Your Why for Them:** My goal/job/desire is to make you better at “this”
- **You Know and Appreciate Their Why:** Who they hope to be/do
- **They Know and Appreciate the Group's Why:** The vision and purpose of your team/specialty/firm
- **They Explore the How:** Your responsibilities to each other
- **They Understand the What:** Your expectations of others



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Finding Your Leadership Style

- Know when you are in performance versus 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 your history is not your future.



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THE CRITICALITY OF FEEDBACK



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The Feedback Challenge Activity

1. Consider the goal you want to achieve
2. Think in terms of the goal and determine the skill necessary to achieve it
3. Create a list of all the people at your organization with whom you have worked that have required you to engage in that skill
4. Send them an email indicating you would like specific feedback and invite them to answer the following



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The Feedback Challenge Activity (Continued)

Relative to this skill:

- What do I need to *start* doing?
- What do I need to *stop* doing?
- What would *you* have done differently?
- What did I *miss*?
- What do I need to *continue* doing?



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The Feedback Challenge Activity (Continued)

- Collect the feedback
- Ask for clarification as necessary
- Summarize it by looking for patterns
- Send out a reply explaining what you will do in support of developing this skill
- Thank them and ask them to gently hold you to the task
- Rinse and repeat



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Random Feedback Tips

- When requesting feedback, do not ask how you did. Instead, ask:
 - “Going forward, what can I do better?”
 - “What are others saying to you about my work product?”
- NEVER send negative feedback by email
- When giving feedback, try using, “Let me share my perspective” rather than saying, “Let me give you some feedback”
- Share your mistakes with others



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Expressions of Trust on Your Team

- 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



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THANKS FOR LISTENING

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