

Crucibles of Leadership

‘How to learn from experience to become a great leader.’

Robert Thomas

What is a crucible ?

**In medieval times , a
crucible was the vessel in
which alchemists attempted
to turn base metals into
GOLD.**

In a leadership context, then, we can think of a crucible as a transformative experience from which a person can extract his/her gold, a new sense of identity.

**‘Leadership and learning
are indispensable to each
other’**

**John F Kennedy, speech prepared for delivery on 22
nov, 1963, Dallas.**

What sets great leaders apart is their approach to learning. They practice as strenuously as they perform, they learn while doing.

Each person has a personal learning strategy, a combination of the individual's aspirations and motivations.

Three qualities are important to outstanding leaders (Warren Bennis and Robert Thomas in *Geeks and Geezers*):

1. Adaptive capacity is the ability to learn about yourself, about the world around you and adjust.

2. Engaging others through shared meaning, is teaching and in turn listening.

3. Integrity is about what you stand for.

**Crucibles contain two
valuable lessons – lesson
in leadership and lesson
in learning.**

6 things to keep in mind when you take over a new leadership role

1. Don't assume anything about a new situation. You will most likely be wrong if you went with your first impressions.

**2. Leaders need to ask
questions as often as
they give answers.**

**3. Be aware of the lenses
you bring to the situation,
a leader has to question
himself or herself.**

**4. Learn to rely on others,
a leader needs to trust
other people.**

5. When you are new to a leadership situation, find common ground by telling stories and getting others to share their stories.

**6. Remember that sometimes,
events can conspire to make
you a leader.**

The ability to find meaning and strength in adversity distinguishes leaders from non leaders. In adversity , ordinary leaders blame without offering an answer.

**Leaders need to remember
the importance of
interdependence. An
organization is a community
of human beings.**

Trouble doesn't last forever.

**Leaders need to be at
peace with themselves
before they can ask
others to be peaceful.**

Two sources of strength, internal and interpersonal make resilience possible.

A strong supple sense of self esteem

A high level of personal discipline and a sense of responsibility.

Practice can trump talent.

‘The fight is won or lost far away from the road, behind the lines, in the gym, and out there on the road , long before I dance under the lights in the ring.’

Muhammad Ali.

**Basketball coach John Wooden
used to say that
'Winning is a by
product of preparation'**

Ambition, like talent , is essential both for sustained performance and superior performance and for the dedication necessary to continue learning.

Amateur, is derived from *amare*,
the latin verb to love and clearly
some measure of passion for your
subject is what is needed to
sustain you in the early stages of
learning.

Until practice actually becomes part of the fabric of performance-where the artist recognizes that practice , rehearsal , performance are moments in the same process- ambition will be consumed in just overcoming continual inertia.

**For anyone seeking
eminence, a good teacher is
part of the equation.**

**Feedback, especially
immediate feedback is vital
to anyone who wants to
achieve superior
performance.**

Motivation is not the same as aspiration. Aspiration, are images of the way things ought to be, and if we apply ourselves, how they will be.

**How you think
influences how you
behave.**

McClelland and his team concluded that 80 pc of leadership stories are a combination of three social motives :

Achievement

Affiliation and

Power

McClelland's prescription is simple

'If you desire to be a leader, you need to think like one'

**Improving your
capabilities starts with a
candid self assessment.**

**‘I am always ready to learn
although, I do not always like
being taught.’**

Winston Churchill

Ask yourself the following 4 questions :

1. Why I lead ?

**2. Myself at peak
performance ? What
would that be ?**

3. My current reality.

4. My motivations.

**Experience is not what happens to
you as *what you make of what
happens to you.*
Aldous Huxley.**

Toyota has four parts to their experience learning :

1. There is no substitute for direct observation.

2. Proposed changes should be structured as experiments

3. Workers and managers should experiment as frequently as possible.

4. Managers should coach, not fix.

**‘Learning is not
compulsory, neither
is survival’**

W Edwards Deming.

**‘You cannot teach a man
anything, you can only
help him find it within
himself’**

Galileo galilei.

Thank You