

How to Use Your Natural Talent, the 3Cs™, to Bridge Silos and Build Teamwork

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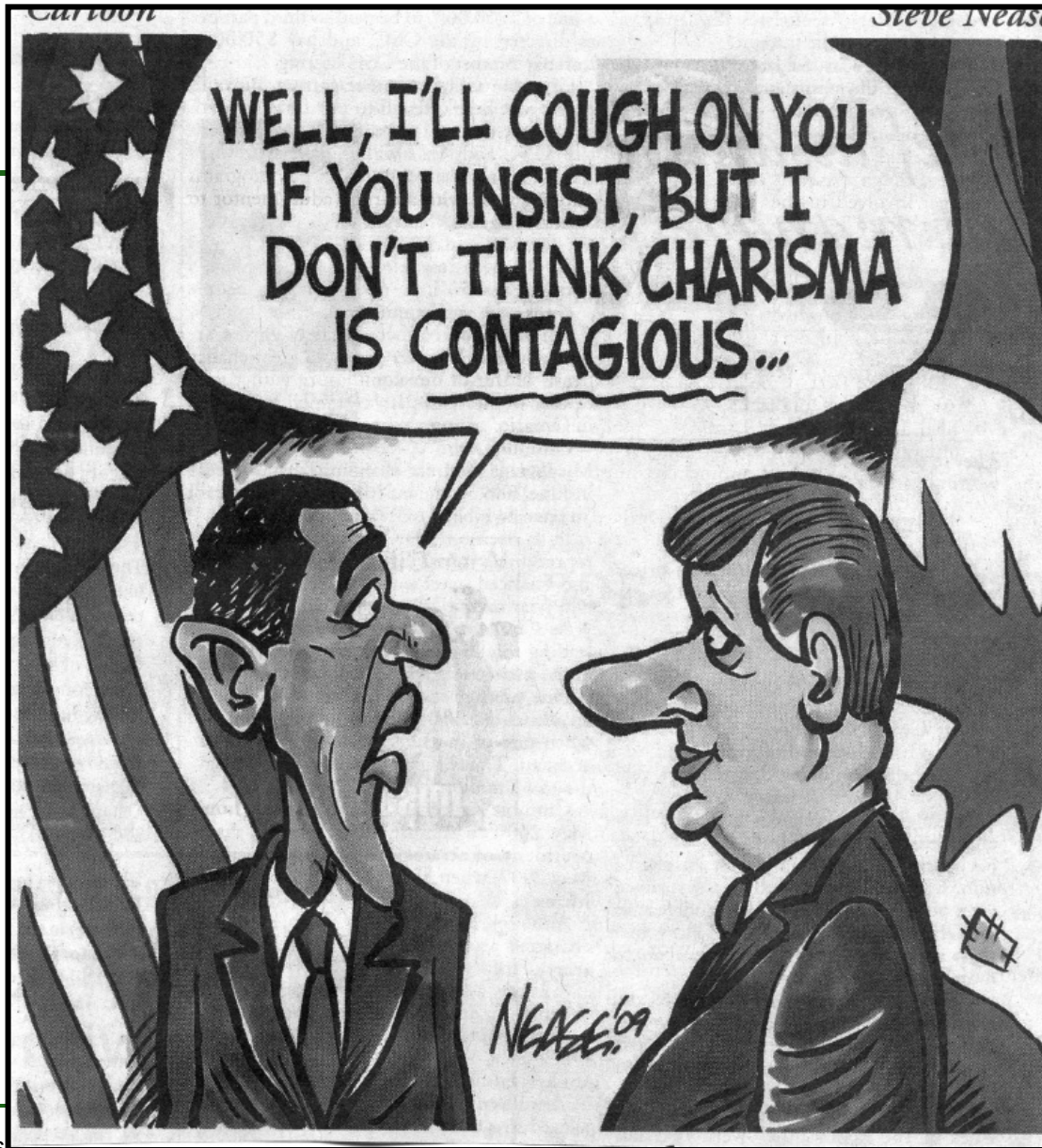
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Goals

- Use 3Cs™ to build team culture and performance
- Add to your own self-knowledge
- Provide practical know-how



The 3Cs: Powerful Synergy

- **Part One:** Charisma and Universal Leadership Capabilities (inspiration)
- **Part Two:** Character (“inner theatre”)
- **Part Three:** Confidence (deliberate practice)





What is Charisma?

- From the Greek word meaning “gift”
- Religious connotation: “of the spirit” and “inspired”
- Seen as possessing invisible energy
- Adjectives: “visionary”, “energetic”, “unconventional”, “theatrical”
- In today’s context: being inspired about a cause and purpose



Most Important Qualities in Leadership

- Vision: 40%
- Youth, experience: 35%
- Charisma: 21%
- Power: 5%

- N= 803 Canadians

■ – Angus Reid, 2009

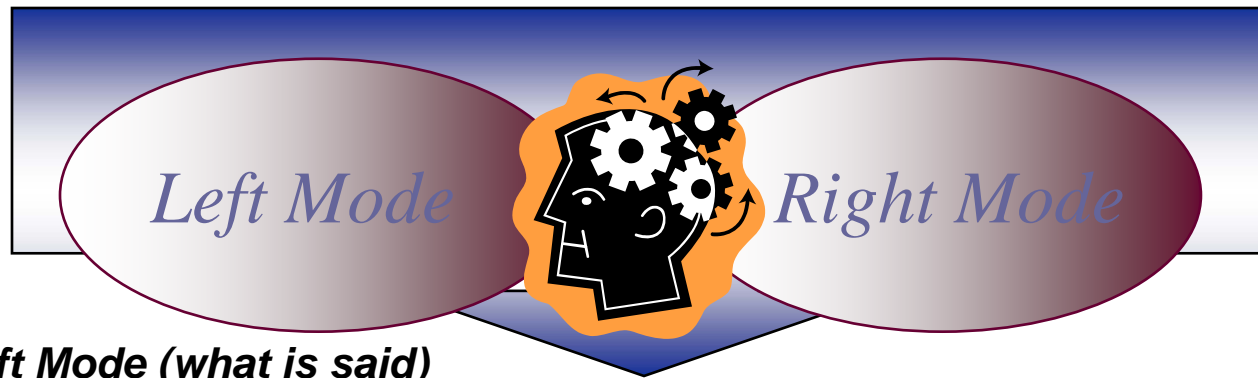


Charisma is the Top Leadership Quality Across 67 Cultures

- **Charismatic/Inspirational:** positive, dynamic, encouraging, motivating and confidence-building
 - **Team Integrator:** communicative, informed, co-ordinator
 - **Integrity:** trustworthy, just, honest
- Globe Leadership



How Your Brain “Sees” Impacts Charisma and the Other “Cs”



- **Left Mode (what is said)**
 - Fact-based, analytic, categories, details, step-by-step with words, numbers and facts presented in logical sequence
- **Right Mode (how it is said)**
 - Insight, synthetic, images, concepts, big picture, patterns, sounds, movements, relationships, interconnectedness
- **Bridge Brain (approx. 1/7 men; 1/5 women)**
- **Dominance Emerges from Feedback Loop**
 - Performance ↻ Praise ↻ Preference

How You Perceive and Order Information Shapes Your World View

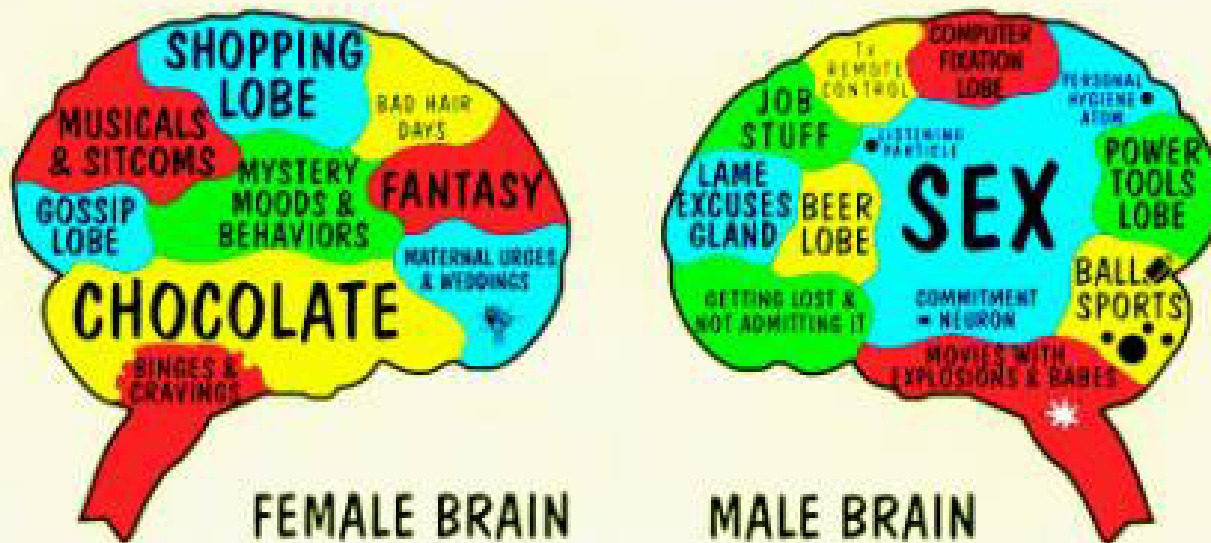
- Concrete: “It is what it is”.
- Abstract: “It’s not always what it seems”.
- Sequential: linear>step by step
- Random: chunks in no particular order

– Anthony Gregorc

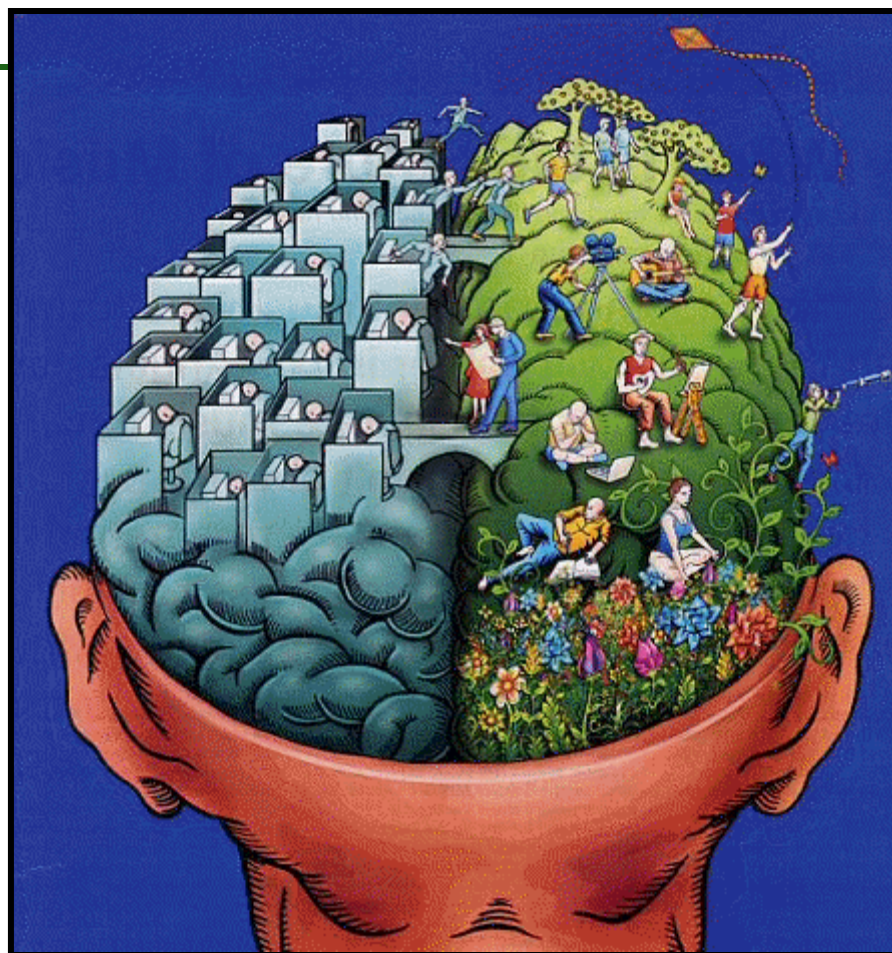
Charisma is powered more by the feminine brain (abstract-random) than the male brain (concrete-sequential).



So that explains it.



<http://www.mtsu.edu/~studskl/braingender.html>



Gender “Intelligence”: Different Areas of Specialization, Low Plasticity

Masculine Minds

- Spatial-mechanical
- 6.5 Xs more grey matter: focus on 1 task at a time
- Zoom in on the “facts”
- Zone out then come back to action

Feminine Minds

- Verbal
- 10 Xs more white matter: multi-tasking; language facility
- Analyze the human context (360 environment)
- Up to 20% more blood flow: constantly “lit up”

---M. Gurian & B. Annis, (2008),
Leadership and the Sexes.



Charisma (“Bedside Manners”) Counts for Effective Doctors: Empathy and Curiosity Work

- How a doctor asks questions and responds to patient’s emotions are key to patient activation and engagement

– **J. Groopman**, How Doctors Think



So, How Far Does Charisma Go?

Here is a Dire Situation:

- Total system collapse
- Death rate of one in two
- Miles of sick, filthy and wounded soldiers on cots
- Hospital barracks infested with rats and fleas, wards stank from sewage; cholera, typhus & dysentery endemic
- Public outraged by conditions...soldiers dying from lack of basic medical attention



What the Leader Did. Is This Just Charisma?

Reduced death toll to 2 % by fixing the system:

- Won over the opposition (male military establishment)
- Improved sanitation: Cleaned the wards and the soldiers clothes
- Improved supplies: Built a warehouse of & fought and won the battle with customs to bring in more supplies
- Tracked progress: introduced meticulous record-keeping
- Built infrastructure: new wards, kitchens and laundry rooms
- Grew morale: established reading & recreation rooms, classes & lectures





Standing for Something and Sitting Over the Store Keep “Charisma” Alive



Character is How Your “Inner Theatre” Shows Up and Leads the Way

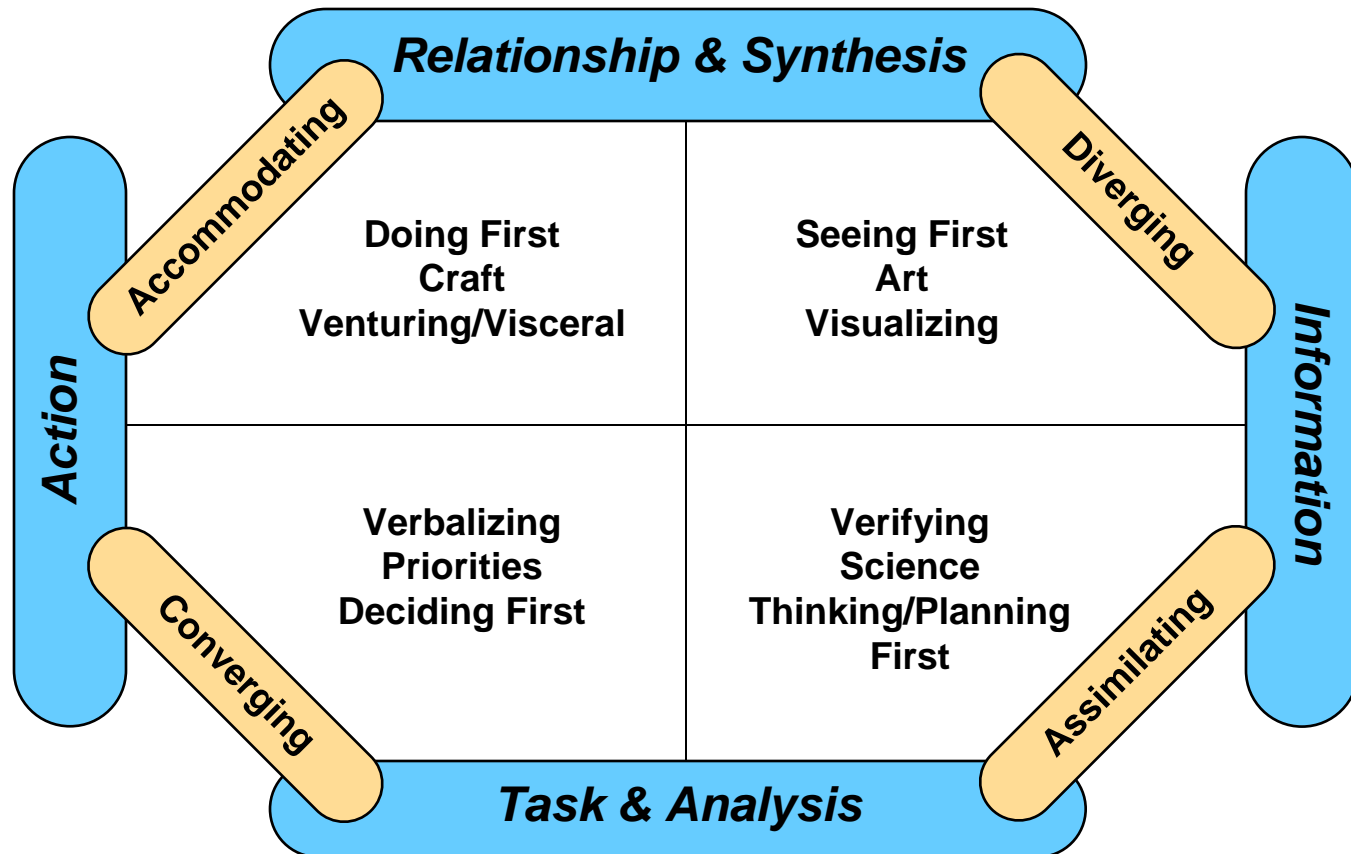


The More You Work on Your “Inner Theatre” the More Integrated Your Character

- Comes from Greek word “engrave”
- Sum of deeply engrained patterns of behaviour (“inner theatre”)
- Acquired through genetics and culture
- Shapes ideals, values, pattern of information processing & leadership style
- Used interchangeably with term “personality”



Thinking About Your Thinking: Character & Team Builder & Antidote to Errors of Judgment



— L. Pickard



Character/Authenticity: A Complex Lifelong Process of Self-Discovery & Self-Knowing

- Consistency between words & deeds
- Coherence in role performance, displaying a “real self” that holds all the different performances together
- Comfort with self

– R. Goffee & G. Jones,
Why Would Anyone Want to be Led by You?



An Open, Curious-Minded Character is the Most Effective for Complexity

- Skillfully dealing with and adapting to “swampy” issues—tangled, complex problems with no known answers

...To offset that our

- Brains poorly designed to cope with ambiguous situations

– S. Finkelstein, et al. (2009).

**Think Again: Why Good Leaders Make Bad Decisions
and How To Keep It From Happening to You.**



Disasters Large and Small Reside in Character



Character....Authenticity of “Inner Theatre”

When we change ourselves, we change how people see us and they respond to us. When we change ourselves, we change the world.

– R. Quinn, *Building the Bridge As You Walk On It*

Be master of mind rather than mastered by mind.

– Zen Proverb





Creativity Takes a “Hit” by Adulthood: Not Good for Confidence

Creativity "Index"	AGE	
	5 Yrs	44 Yrs
# Creative tasks/day	98	2
# Laughs/day	113	11
# Questions/day	65	6



The Voice of Judgment Suppresses Creativity and Confidence

- Up to age 4, almost all children are at genius level for multiple frames of intelligence
- By age 20, plummets to 10 %
- Beyond 20, genius level proportion sinks to 2 %

H. Gardner. (1993)

Frames of Mind: The Theory of Multiple Intelligences

www.pz.harvard.edu



Confidence...Positive Expectations for Favourable Outcomes With A Caveat

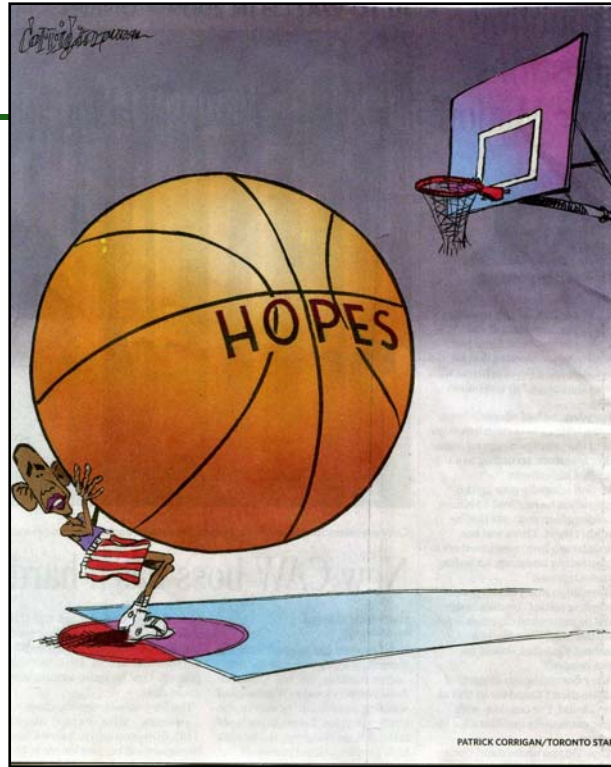
- Retain faith that you will prevail in the end, regardless of the difficulties

AND

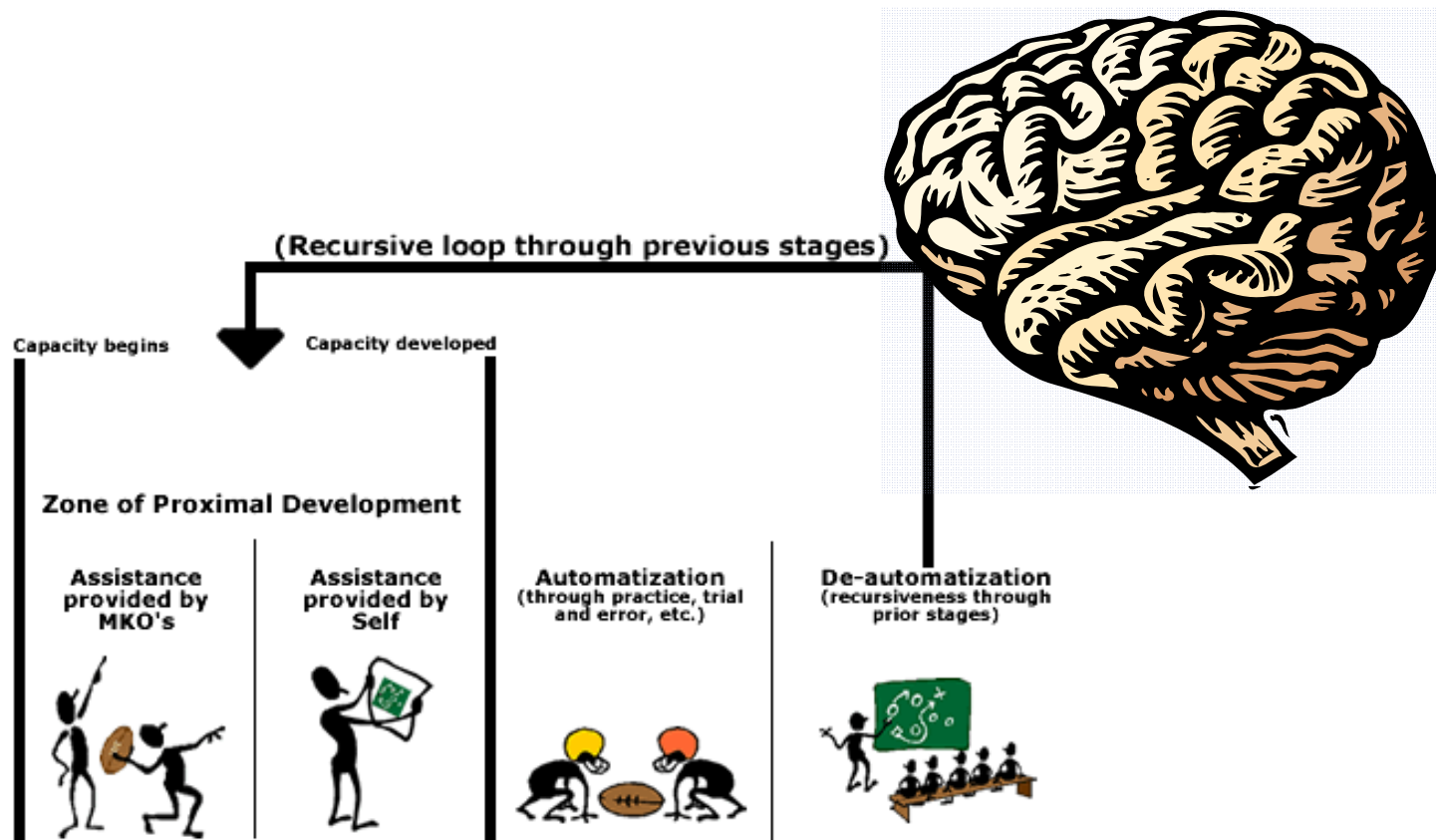
- Confront the most brutal facts of your current reality, whatever they might be

– The Stockdale Paradox, J. Collins, **Good to Great.**





Confidence-Builder: Stretch Zone of Proximal Development (In A System of Support)



A “Yes...and” Culture Sparks Confidence & Creativity

- Increases positive moods
- Leads to more creative connections, deeper insights
- Sustains a virtuous circle
- Core technique used by comedians in “improv”

– T. Amabile, et al, (Spring/Summer 2006), *Emotions and Creativity at work*, **Rotman Magazine**.



Deliberate Practice...Great Results



The Glue that Binds: Deliberate Practice

- Considerable and specific practice that focuses on tasks beyond current level of comfort and competence

There is absolutely no evidence of a fast track for high achievers.



Putting It All Together: The Foundation for Greatness

- Flywheel: **Charisma**...believe in something...uplift and inspire; sit over the store
- Evidence-based **Character**...Challenge the “Ostrich” self; work on “inner theatre”; think about your thinking; listen & learn
- Adaptive **Confidence**...What does this situation require? What’s happening around me? Go for the singles & doubles more than the home runs. Practice deliberately



It Takes Time to Live Life and Time to Ponder It (The Odyssey)

*Good judgment comes from experience.
Experience comes from bad judgment.*

– Oscar Wilde



Resources

- Two Brains:
<http://www.youtube.com/watch?v=GuMZ73mT5zM>
- Learning Styles:
<http://brainandlearning.blogspot.com/2009/04/innovation-as-learning-process.html>
- Inspiration, 212 degrees:
<http://www.simpletruths.com>
- Leadership Tools, Readings, Blogs, Discussion: <http://www.myleadership.com>

