

LEADERSHIP *in the* CRUCIBLE *of* WORK

SANDY SHUGART, PhD



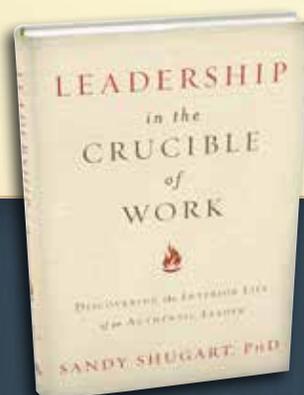
Fan Resources

We're excited that you want to spread the message of authentic leadership through *Leadership in the Crucible of Work* on your Facebook page/ website. Ideally, anything that you post would be in your own words to express how you feel about this work. Below are a few suggestions to get your ideas flowing. You may use these "as is" if you'd like simply copy and paste, or you can tweak/change them to better fit your voice. Happy posting!

www.SandyShugart.com

Sample Facebook Posts

1. Discover inner attitudes that lead to the outer actions of a great leader in Dr. Sandy Shugart's new book, *Leadership in the Crucible of Work*.
2. *Leadership in the Crucible of Work* helps every leader understand the importance of asking good questions, because every good question leads to a better question.
3. Avoid the latest leadership gimmicks and fads and focus on the inward journey of an authentic leader.
4. For leaders living in an imperfect, broken world, work turns out to be a kind of crucible -- a place where they experience the heat, pressure, and corrosion of elevated responsibility. Dr. Sandy Shugart's new book, *Leadership in the Crucible of Work*, calls us to examine our inner lives to lead authentically.
5. For most of us, the difficult experiences of work (i.e., the crucible) are unavoidable. So the question becomes, "How do we endure the crucible without being hopelessly deformed by it?" Find out how in Dr. Sandy Shugart's new book.
6. In Dr. Shugart's new book, he shares insights from his 30 years of experience as a leader. *Leadership in the Crucible of Work* will guide you on an inward journey to discover how to do the interior work that leads to becoming an authentic leader.



Sample Blog Posts

Does our work form us more powerfully than we form it?

Dr. Sandy Shugart was quickly advancing in his career. At the age of 25, he found himself a senior leader in a large billion-dollar organization. As he became immersed in the competitive, power-laden politics of modern bureaucracy, something important happened -- he wounded a colleague. As a result, he realized he was becoming someone he didn't want to be. And it was happening at work.

"In a rare flash of insight," he writes, "I realized that the jerks—the old, burned-out, negative, manipulating, officious, self-centered bureaucrats about whom we all made jokes—had started out just like me. They hadn't always been jerks."

What is it that causes a leader to go bad? Or, for that matter, to become good? Is it the organizational environment? Is it the stress of the job?

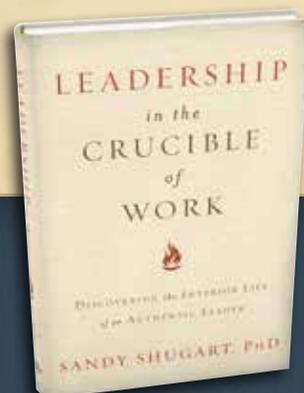
For leaders living in an imperfect, broken world, work turns out to be a kind of crucible -- a place where they experience the heat, pressure, and corrosion of elevated responsibility. For most of us, the crucible of work is unavoidable. There is no opting out. So the question becomes, "How do we endure the crucible without being hopelessly deformed by it?" Or, how can we use the crucible to form us into a more valuable and authentic leader?

In Leadership in the Crucible of Work: Discovering the Interior Life of an Authentic Leader, Dr. Shugart shares insights from his 30 years of experience as a leader, including his service as the president of Valencia College—inaugural winner of the Aspen Prize for Excellence. Avoiding the latest leadership gimmicks and fads, *Leadership in the Crucible of Work* will guide you on an inward journey to discover how to do the interior work that leads to becoming an authentic leader.

In This Book You Will:

- » **Discover** inner attitudes that lead to the outer actions of a great leader.
- » **Understand** the importance of asking good questions—because every good question directs a leader to a better one.
- » **Learn** how an exceptional leader says, "We are in this together," then demonstrates it to be true.
- » **Find** out why the greatest threat to a leader is his/her own ego, hubris and blind spots—and what to do about it.
- » **Come** to realize that the difficult experiences of work (i.e., the crucible) exist to consume the dross of self so the leader is humbly drawn into servant leadership.
- » **Uncover** how to become the unique leader you were meant to be.
- » **Find** encouragement and guidance to shape your inward journey as you become an outwardly successful, authentic leader.

You can learn more at www.SandyShugart.com or follow his publisher, Florida Hospital, at www.Facebook.com/FloridaHospitalPublishing.com.



Navigating the Storms

Four Principles That Will Give Your Organization the Stability to Navigate Even the Heaviest of Seas

Dr. Sandy Shugart is the President of Valencia College in Orlando, Florida, and recently wrote an insightful book on leadership. Avoiding the latest leadership gimmicks and fads, his book, *Leadership in the Crucible of Work: Discovering the Interior Work of an Authentic Leader*, focuses on an inward journey to discover how to do the interior work that leads to becoming an authentic leader.

Among other things, Dr. Shugart outlines four principles that every leader should hold onto during the bad times and good. These principles should guide our leadership styles and shape who we are not only as leaders but as individuals.

» **Community**

Shugart says, the idea that, “We’re all in this together,” is a fundamental principle of dealing with hardship. The key to resiliency as an organization is discovering how to connect on a personal level with every member of the team.

» **Knowledge is Power**

When things go awry, the feeling of powerlessness can lead to despair. Leaders don’t often want to be seen as incompetent or uninformed, so the temptation is to isolate yourself as a leader and say nothing until you have passed through the storm. However, Shugart says, the middle of the storm is precisely when more information is essential. “Transparency, no matter how vulnerable it may make you feel, is a strength,” he says. Inform your employees of what is going on and be open and honest with the information that you do or do not have.

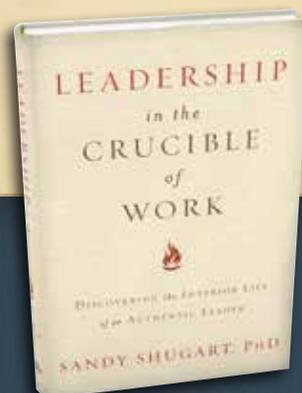
» **Lead from Principles**

In the middle of a storm, many leaders falsely assume that everyone should instinctively trust them to lead with principles. Leaders wrongly believe that everyone in the organization will give them the benefit of the doubt and therefore will not question how they are leading through the storm. But sustained stress and despair can rob the followers of this confidence. Leaders should be plain. They should be clear about the specific values by which every decision will be tested. Communication is key.

» **Organizations as Organisms**

Shugart reminds us that, “Under stress, organizations sometimes behave very much like organisms. That is, they may behave in ways that seem important to survival at the expense of their mission and values.” Once mission and values are compromised, loss of trust among employees will follow.

You can learn more at www.SandyShugart.com or follow his publisher, Florida Hospital, at www.Facebook.com/FloridaHospitalPublishing.com.



Get a Grip

How to Reclaim the Vitality in Your Leadership That Made You so Great to Begin With

Many leaders can feel stuck between peaks. What do you do during the calm before the storm? Do you just wait for the next storm, or do you use that time to create a new beginning -- a new beginning for yourself as a leader and maybe even a new beginning for your organization.

In his book, *Leadership in the Crucible of Work: Discovering the Interior Work of an Authentic Leader*, Dr. Sandy Shugart says, "Our best leadership can be re-awakened, we can get a grip on the work we were really made to do, if we go back into the workshop where our best tools were forged and renew them. That workshop is first, internal. I need to know what I am doing here, what work I've been called to here, and how my deepest sense of mission in the world is connected to the work just ahead of me. This isn't strategic planning; this is personal reflection of the most valuable sort, and it must be done. Second, the workshop is found in returning to the attitude of a beginner, taking a fresh look at everything, creating that best sense of crisis we experienced at the beginning of our leadership assignment. We can, with our leadership teams, intentionally lay aside the baggage we accumulate with success and take a fresh look at our work."

Here is a vital question you must ask yourself:

» If we were brand new to the organization today, how would we diagnose its potential and challenges, and to what point on the horizon would we want to sail?

So many times, leaders run to the familiar. "This is the price of expertise, the loss of innocence of a beginner for whom nothing is familiar and so all choices are still possible," says Dr. Shugart. Let's take our leadership back to the beginning and see where it takes us.

Dr. Shugart's leadership journey has led him to the presidency of Valencia College in Orlando, Florida. In all of his leadership roles, he has been in the laboratory of leadership, in the crucible of pressure, heat, and reactivity that defines modern organizational life and acts powerfully to form or to deform the deep character of the leader and the led. You can read more about Dr. Shugart and his latest book, *Leadership in the Crucible of Work*, at www.SandyShugart.com or follow his publisher, Florida Hospital, at www.Facebook.com/FloridaHospitalPublishing.com.

