Exposing the Darkside of Leadership with the LIGHT

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Leader

A Few Good Men

You Can't Handle the Truth!

Son, we live in a world that has walls, and those walls have to be guarded by men with guns. Who's gonna do it? You Zook? You, Lt. Weinburg? I have a greater responsibility than you could possibly fathom. You weep for Santiago, and you curse the marines. You have that luxury. You have the luxury of not knowing what I know. That Santiago's death, while tragic, probably saved lives. ... You don't want the truth because deep down in places you don't talk about at parties, you want me on that wall, you need me on that wall. We use words like honor, code, loyalty. We use these words as the backbone of a life spent defending something. You use them as a punchline. I have neither the time nor the inclination to explain myself to a man who rises and sleeps under the blanket of the very freedom that I provide, and then questions the manner in which I provide it. I would rather you just said thank you, and went on your way....

Agenda

- Dichotomy of leadership

- Must all be dark?

- Discerning LIGHT from DARK: A LIGHT model

- Path to the Darkside- Factors of Dark Leader Development

- Shining the LIGHT on Col Jessup

- Staying in the LIGHT: "READY" to Lead

Dichotomy of Leadership

- Leaders have been among the best people of the ages.

- Some Leaders have also brought us the worst situations.

How can we know who is or may become a **"Dark" Leader?**
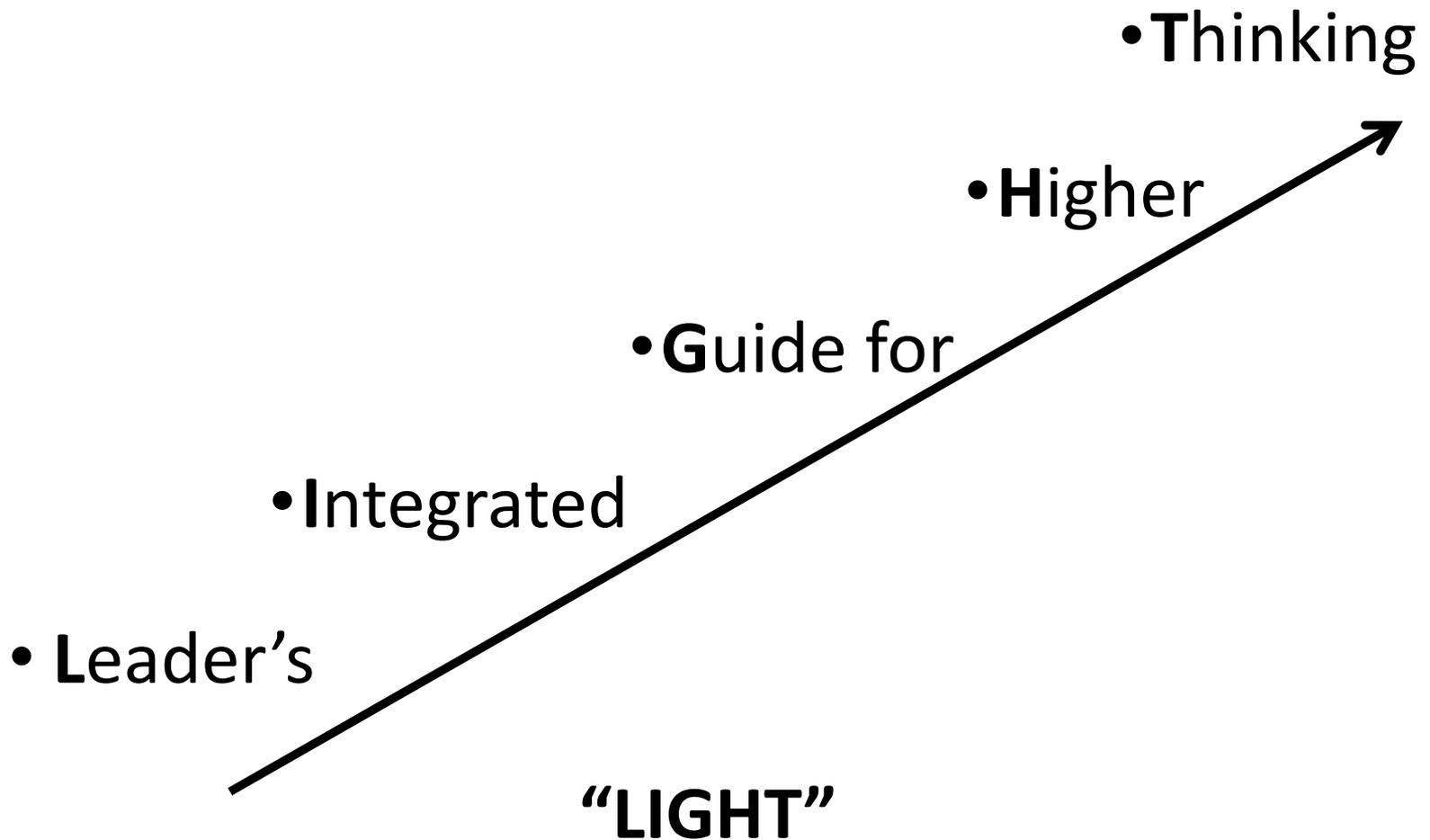
Must all be "Dark"?

- It Depends

- What is the nature of "humankind"?

- It is not all "kind"!

- How can we know? Ask and Analyze*

* Defense Threat Reduction Agency uses "Trust but Verify"
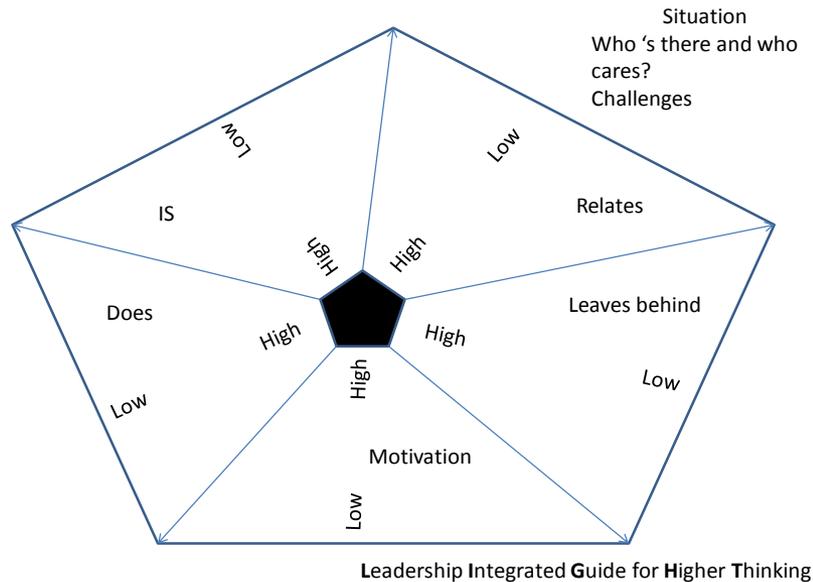
Dimensions of Leadership

- Traits- Drake (1985), Kirkpatrick & Locke (1991), Zacarro (2007)

- Actions- Barling, Christie & Turner (2008), Bennis (2004)

- Relationships- Popper (2004), Bass & Avolio (1990), Clements & Washbush (1999), Blanchard, K., & Hersey, P. (1986)

- Drivers- Bass & Steidlmeier (1999), Higgs (2009)

- Results- Conger (2004), Howell & Avolio (1992), Barling & Turner (2008)

Discerning LIGHT from DARK:
A LIGHT model

- **T**hinking

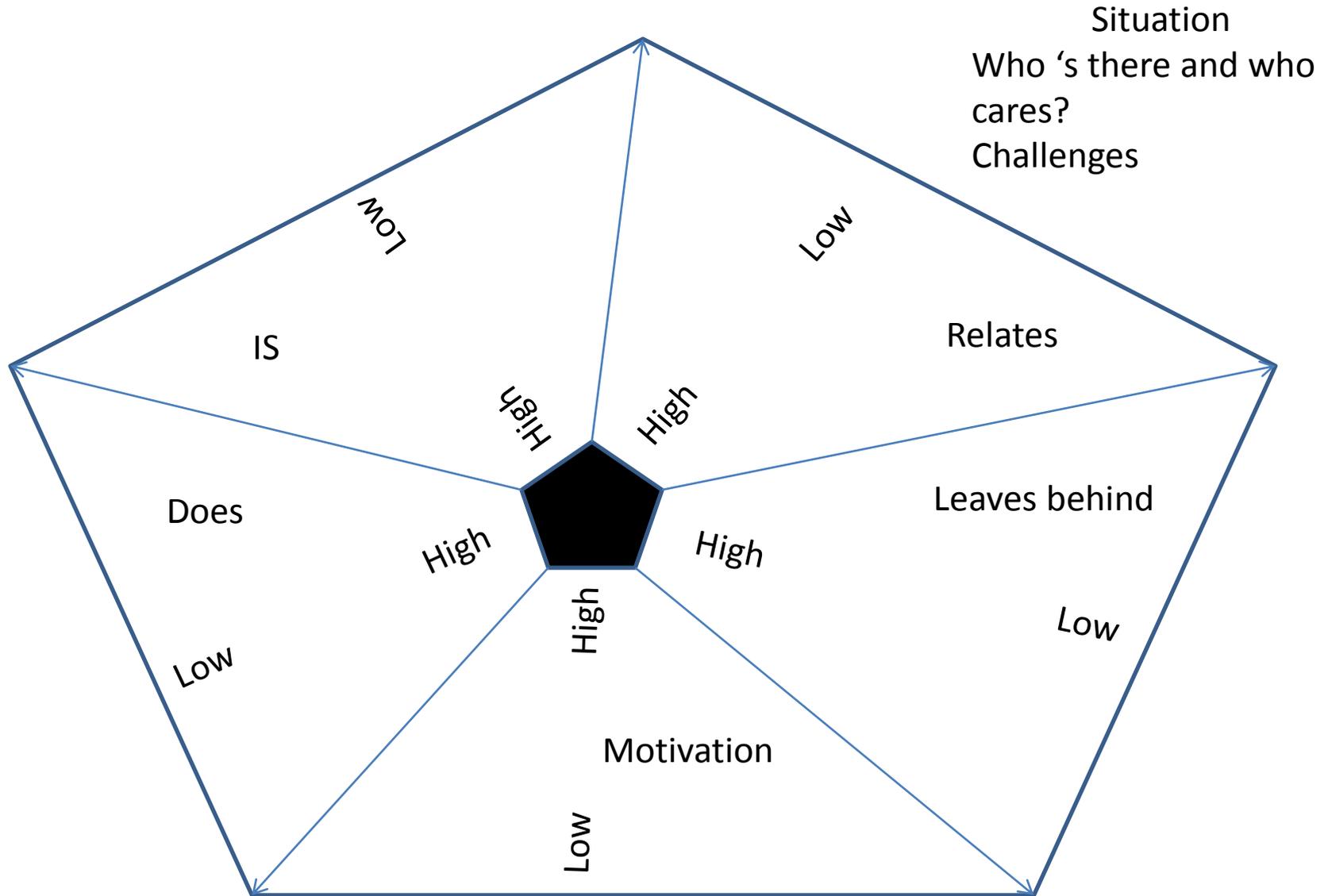- **H**igher

- **G**uide for

- **I**ntegrated

- **L**eader's

"LIGHT"

LIGHT as a Life "Filter"

Light* Analysis Leadership Model

Situation
Who 's there and who cares?
Challenges

Low

IS

Low

Relates

High

High

High

High

Does

Leaves behind

Low

Low

High

Motivation

Low

Leadership **I**ntegrated **G**uide for **H**igher **T**hinking

The Questions

- Who the leader is

- What the leader does

- How the leader relates/ communicates

- What are the leader's motives/ drivers?

- What does the leader leave behind?

Light* Analysis Leadership Model

Situation
Who 's there and who cares?
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Low

Low

High

Motivation

Low

*Leader's Integrated Guide for Higher Thinking

A "Filter" for Leadership Assessment
Col Nathan R. Jessup, USMC

Strength of LIGHT getting through depends on answers to five dimensional questions:
1. Who the leader is
2. What the leader does
3. How the leader relates
4. What drives the leader
5. What the leader leaves behind

Transparent and Authentic

The Darkside Path - Questions

- What role does the environment or situation or "conditions" play?

- Is Dark Leadership INNATE or INCULCATED?
  - ➤ (Did the "Devil *really* make you do it?")

- What are the LIGHT blockers?

- How can one avoid falling into the grip of the DARK side?

Factors -"Conditions"- in Leader Development:
Additive for LIGHT or Deterring for the Dark?

Internal

- Family History
- Childhood and Memories
- Early Decisions
- Early Models of LIGHT
- Early concepts of Service vs Self

External

- Community and Culture
- Business
- Government
- Peer Influence
- Friends and Neighbors

Experiences

- Role Models
  - LIGHT
  - Dark
- Opportunities- gained
- Opportunities- lost
- Key Defining Moments

Dark Side Shapers

External

1- Dark Experiences

2- Dark Lies

3- Dark Mentors

4- Dark Acceptance

5- Dark Deals

Internal

- Family History

- Childhood and Memories

- Early Decisions

- Early Models of LIGHT

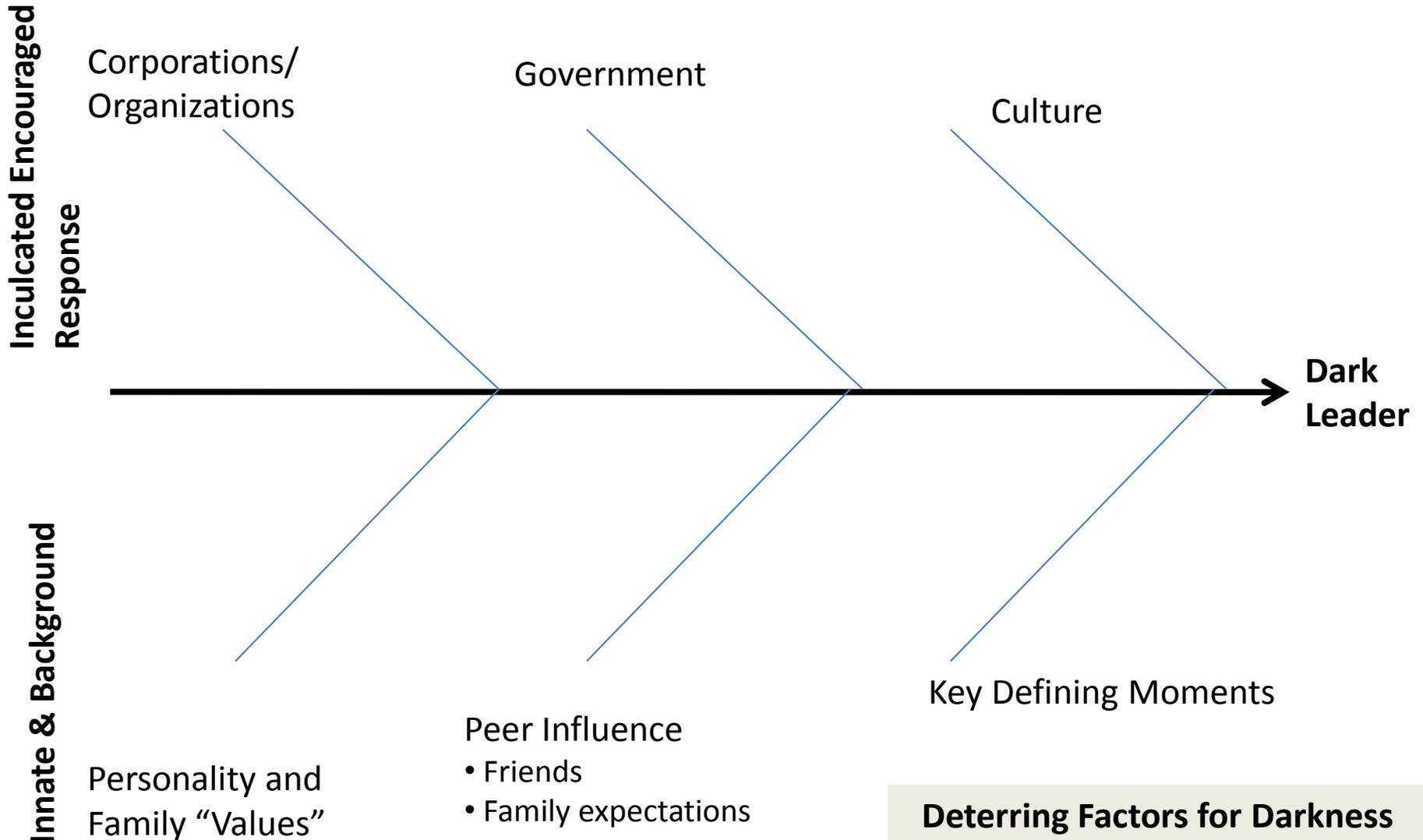- Early concepts of Service vs Self

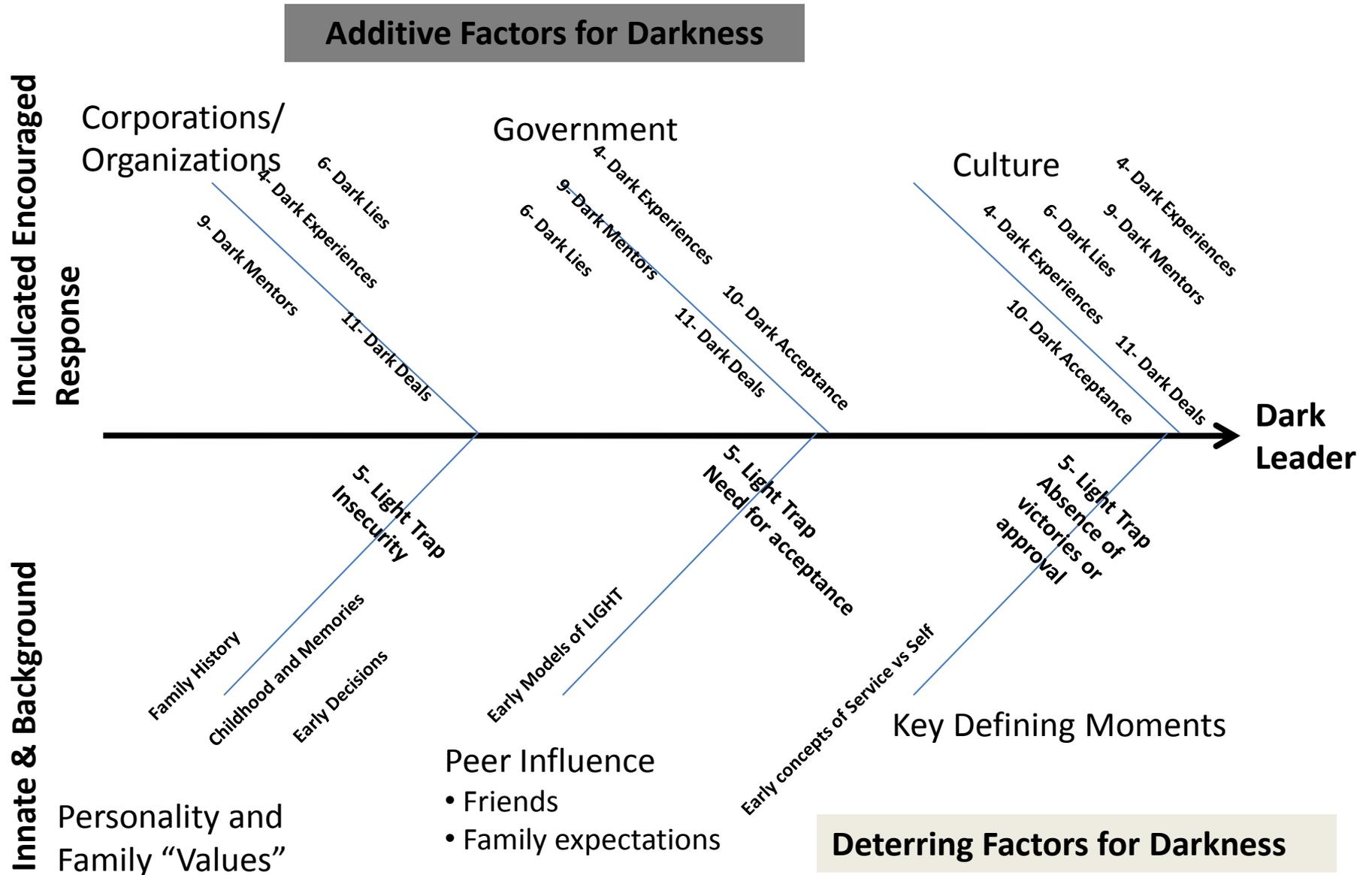## Light Traps

- Insecurity

- Need for acceptance

- Absence of victories or approval

Factors of Dark Leader Development

Inculcated Encouraged Response

Corporations/
Organizations

Government

Culture

Dark Leader

Innate & Background

Key Defining Moments

Peer Influence
• Friends
• Family expectations

Personality and
Family "Values"
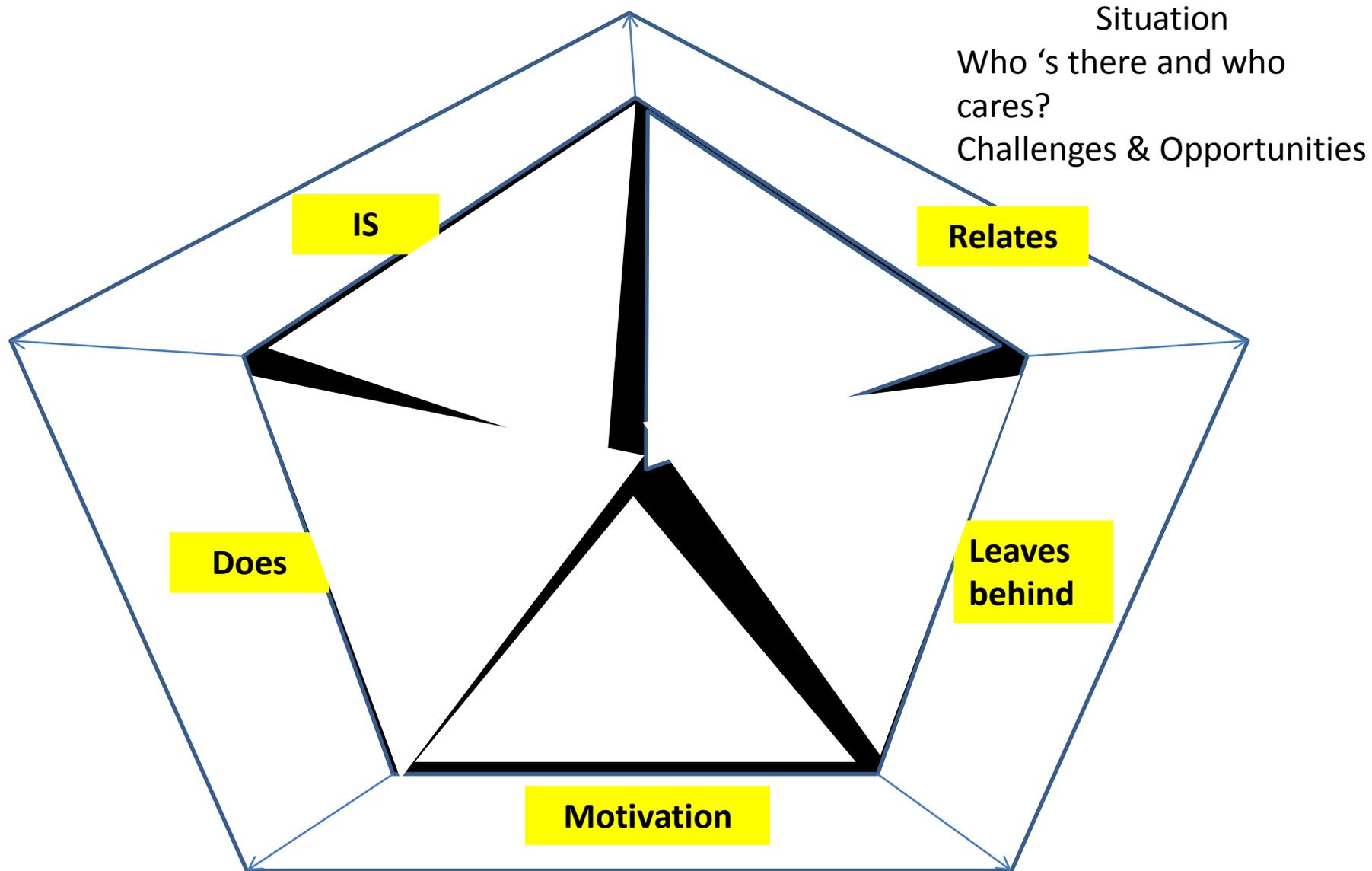
Deterring Factors for Darkness
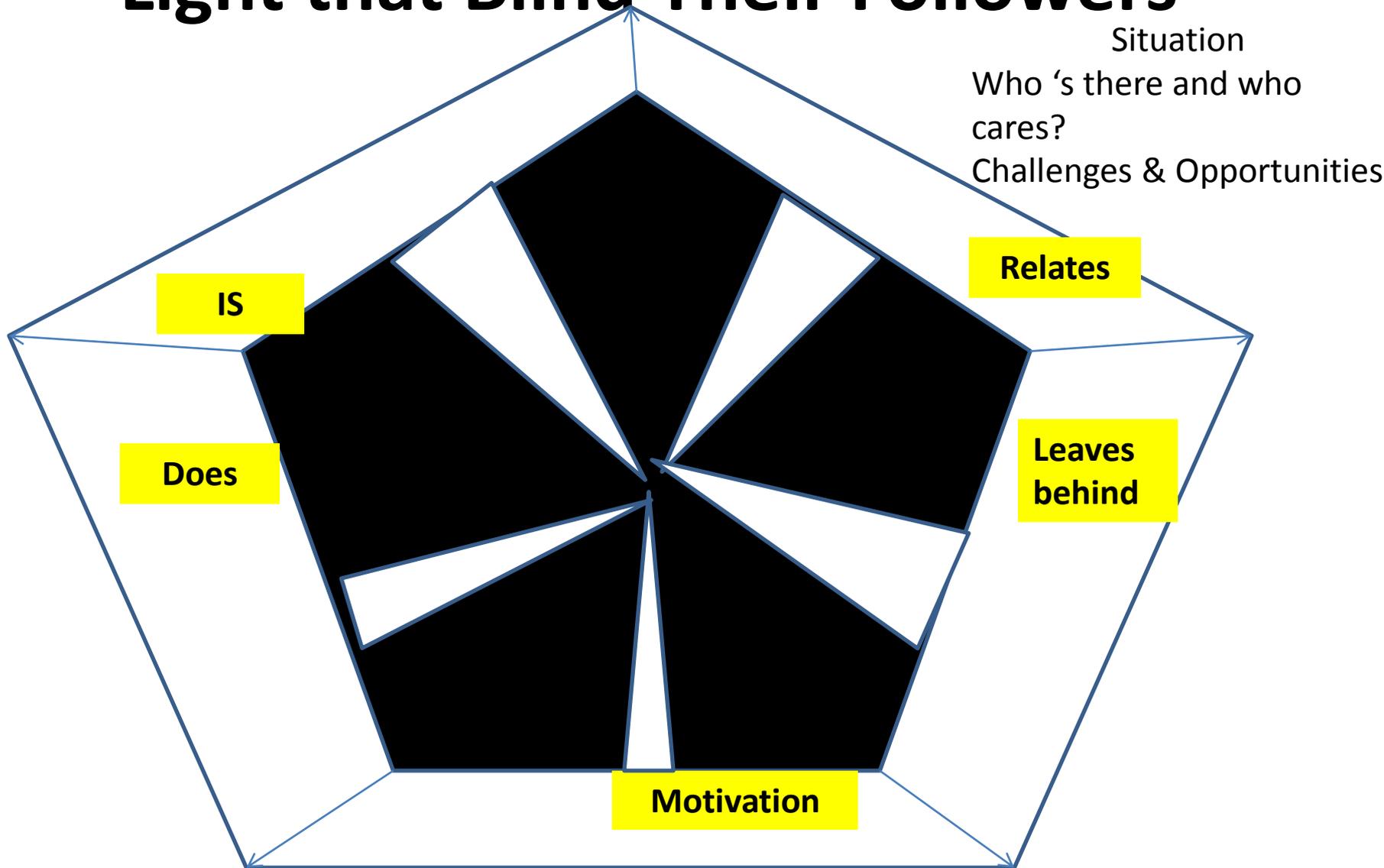
Factors of Dark Leader Development

How to "Fit" the Model to the Picture?

- Return to "Filter" concept

- Analyze each Question separately

- Integrate answers

- Display the picture

The LIGHT Filter on a "Good" Leader

Situation
Who 's there and who cares?
Challenges & Opportunities

IS

Relates

Does

Leaves behind

Motivation

Dark Leaders May Have Slivers of Light that Blind Their Followers

Situation
Who 's there and who cares?
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Light Analysis Leadership Model- Col Jessup and the Darkside

Strength of LIGHT getting through depends on answers to five dimensional questions:
1. Who the leader is

Transparent and Authentic

Light Analysis Leadership Model- Col Jessup and the Darkside

Strength of LIGHT getting through depends on answers to five dimensional questions:
1. **Who the leader is**
2. **What the leader does**

Transparent and Authentic
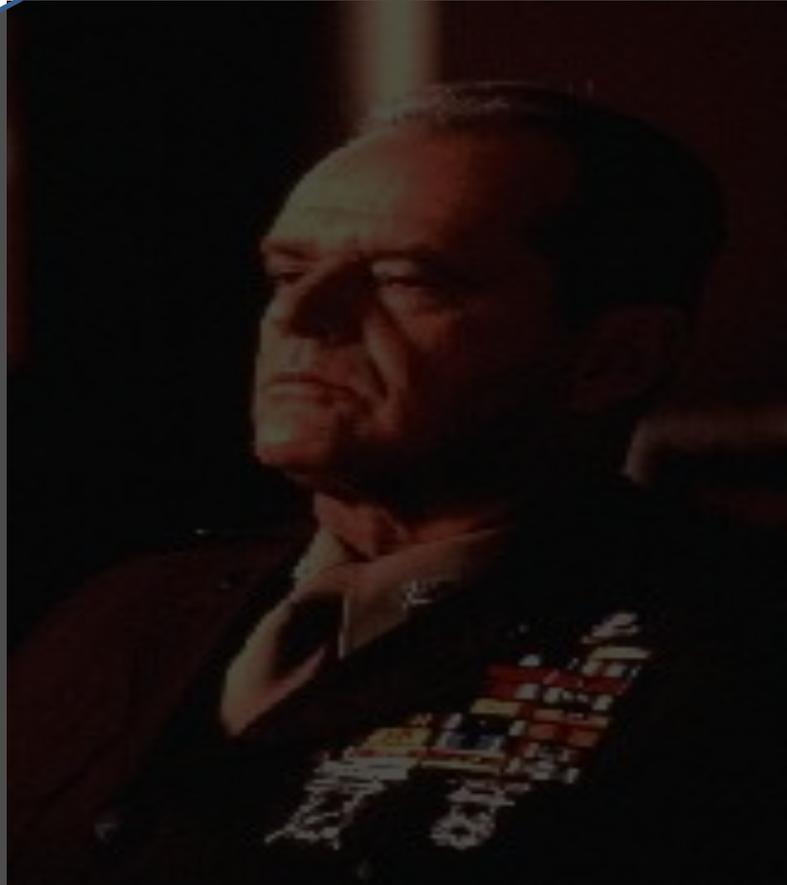
Light Analysis Leadership Model- Col Jessup and the Darkside

Strength of LIGHT getting through depends on answers to five dimensional questions:
1. Who the leader is
2. What the leader does
3. How the leader relates

Transparent and Authentic

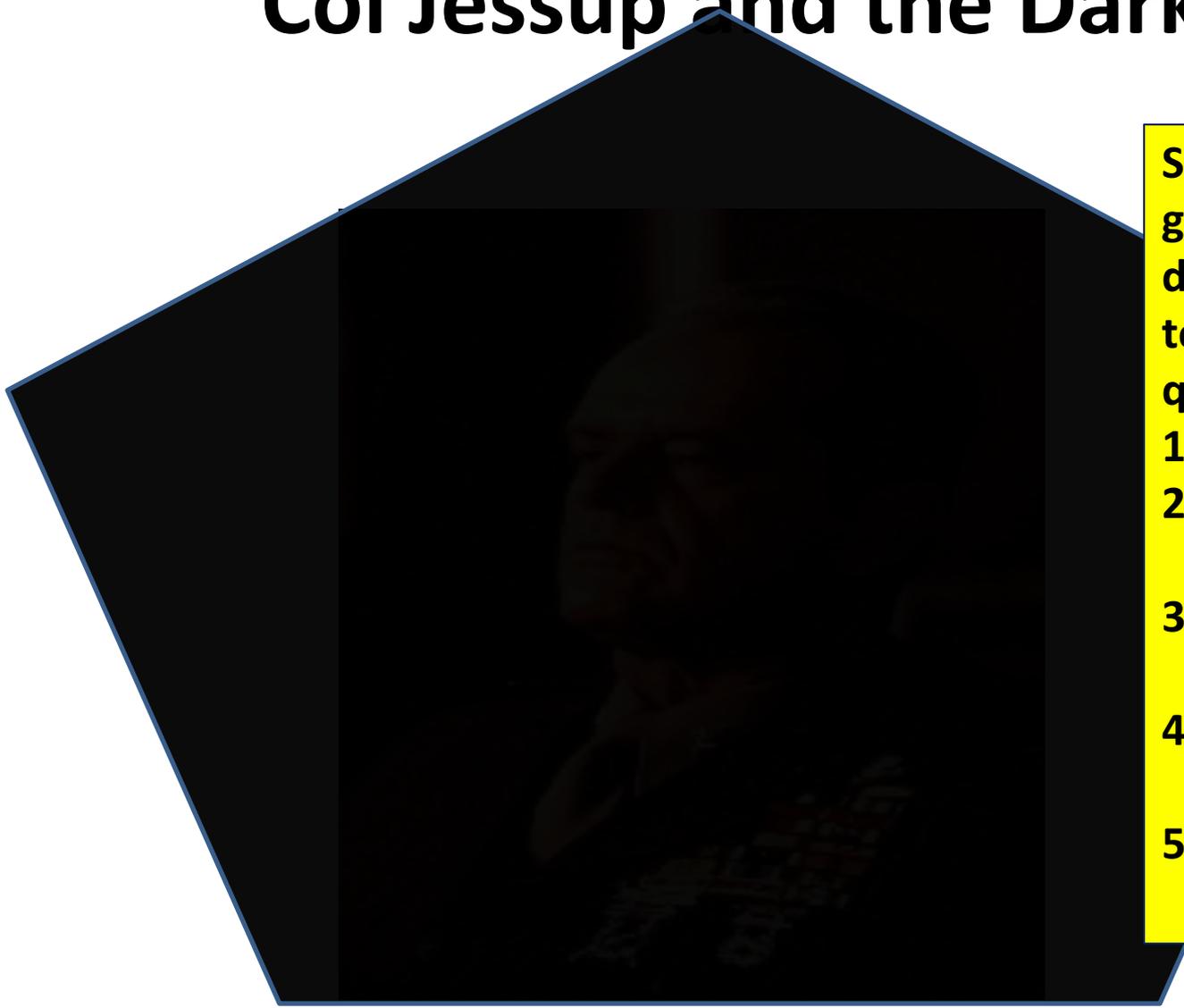# Light Analysis Leadership Model- Col Jessup and the Darkside

Strength of LIGHT getting through depends on answers to five dimensional questions:

1. Who the leader is
2. What the leader does
3. How the leader relates
4. What drives the leader

Transparent and Authentic

Light Analysis Leadership Model
Col Jessup and the Darkside

Strength of LIGHT getting through depends on answers to five dimensional questions:

1. Who the leader is
2. What the leader does
3. How the leader relates
4. What drives the leader
5. What the leader leaves behind

Transparent and Authentic

But- there has to be a way out!

Maybe it can be done in five steps.

READY?

READY Path for Staying in the LIGHT

- **R**ead- learn what good and bad and light and dark leadership is. Reflect using the LIGHT.

- **E**xplore and expand your leadership comfort zone.

- **A**spire for the leadership challenge; accept and acknowledge the reality of dark tendencies.

- **D**iscover and appreciate diversity. Dare to dream.

- **Y**ou . Authentic, Transparent and Focused on mission.

Stay LIGHT and Be READY

- Who the leader is

- What the leader does

- How the leader relates/ communicates

- What are the leader's motives/ drivers?

- What the leader leaves behind

- **R**eflect on who you are now and want to become.

- **E**xplore what you do and for what purpose.

- **A**spire for higher leadership. Build relationships through trust.

- **D**etect, deter, and defeat Dark Drivers.

- **Y**ou- Your followers, your organization, your mission.

Summary

- Leadership is personal. Focus on the Mission!

  – Transparent and Authentic

- Danger of Darkside emergence

- You can choose to stay in the LIGHT

- Shine the LIGHT on yourself
  – Check where you are on the Path to the Darkside
  – Choose to open the LIGHT

- Stay in the LIGHT: Be "READY" to Lead

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