

LeaderImpact Podcast – Episode 27 – Scott Francis - How to be a Magnanimous Leader

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Episode Summary:

Scott is a leadership development specialist with 18 years of experience. He helps executives to increase productivity, manage effectively, and shape corporate culture.

Scott holds his Ph.D. in Leadership Studies and Master of Arts in Organizational Leadership & Management. His Doctoral dissertation was on leadership and the psychology of executive coaching.

On the side, Scott volunteers as a firefighter in his community. He also works with minor sports teams with their mental training. Most importantly, Scott loves spending quality time with his lovely wife and two teenagers.

Today we are going to touch on a book that Scott has written, and currently sitting on the shelf waiting to be published called Magnanimous Leadership.

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Books Mentioned by Scott:

- *Nicomachean Ethics* - Aristotle

Show Notes:

0:00 - Show introduction

0:43 - Introduction of Scott

1:50 - More information on Scott's work with mental training with kids involved in minor sports and the connection with adults

- 3:45 - Our unconscious belief of our capabilities is what will hold us back or move us forward

4:40 - How Scott got into leadership coaching and the psychology of leadership coaching

7:22 - What magnanimous leadership is

- 7:44 - Magnanimous was first used by Aristotle when he talked about the magnanimous man where you can live in between two extremes
- 8:50 - The two extremes: the person who is full of pride and the other side is someone who makes themselves smaller than they actually are. A humility, but it is a false humility
- 10:01 - in the middle is a person who knows their capabilities and rises to that capacity
- 11:31 - An example is giving money. You can have Scrooge on one side who doesn't give anything, and on the other side a person who gives everything away but with no regard. In between is a philanthropist who seeks out what to give their money to and then gives generously but in a manner where they can keep on giving in the future.

12:10 - How to be that kind of leader

- 13:01 - theories on leadership have axioms, a model in mind that helps you walk out your style of leadership

13:50 - Axioms of magnanimous leadership

- 14:47 - Axiom #1 - Their leadership style elevates humanity. Someone who respects the people around. Especially seen in people you are in competition with, especially deadly competition.
- 16:43 - Axiom #2 - Expands the posture of the person, the team, and the organization. What often happens is someone is promoted into a role and they do it like the person before them and maintains the status quo. Instead, look for continual growth. Expanding yourself but also the people around you.
 - 20:15 - There is the risk to over grow. Doesn't just mean bigger, but it can mean better.

“Who we are now is not where we are going to stop.”

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- 20:45 - Axiom #3 - Allow the people around you can grow. Let people who work for you outshine you. Calls for humility
- 23:21 - Axiom #4 - A magnanimous leader takes on worthy projects. For example, Mother Theresa disturbed the things around her and made things better as a result.
 - 25:00 - It is doing things you can be proud of
 - 25:58 - A challenge here is thinking that if you haven't accomplished something then you aren't a magnanimous leader. Rather it is not an accomplishment but something you aspire for.

“Disturb the things around you and make them better.”

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- 27:16 - Axiom #5 - Appeal to the better angels of your nature. A leader has the capability to be a saint and just as much capability to be a tyrant. And if it isn't in you to be one of these things, then you are harmless. We too often blind ourselves by saying we are the good guy.

29:05 - Do you need all the axioms to be a magnanimous leader?

- 29:32 - It is a lens you look at your leadership context. You choose to live between the two extremes.

31:14 - What do you fear most about leadership today?

- 31:38 - It is becoming too popular to become a tyrant leader.
- 32:34 - The weakness of leading in a magnanimous way is that people can take advantage of the leader.

33:35 - Scott's faith journey

36:57 - How Scott integrates his faith into his work

39:25 - Scott's involvement in LeaderImpact

40:44 - Leadership books Scott goes back to

42:31 - What Scott wants his faith legacy to be

44:41 - What brings Scott his greatest joy

47:07 - Closing