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Károly Polcz

Budapest Business School - University of Applied Sciences

Exploring leadership qualities from a truly unique perspective, Beáta Kalamár's book, *CRAFT Leadership*, is an ambitious endeavor to shed light on what it takes to be an efficient leader in the 21st century. Leadership is a *craft* in the sense that leaders need to acquire knowledge, skills and attitude to be able to make or create something. However, leadership is also CRAFT, a unique model devised by the author, comprised of CREATIVITY, RESILIENCE, AGILITY, FOCUS and TRUST, the qualities that are fundamental for leaders to operate in what is called the VUCA world today and going forward – an acronym for volatile, uncertain, complex and ambiguous. Using the author's metaphor, imagine that the VUCA world is a stormy ocean and CRAFT is a surfboard to ride the waves.

A practising executive coach and a firm advocate of life-long learning, Beáta Kalamár acquired her Associate Certified Coach (ACC) credential at the International Coaching Federation after receiving her degree in Andragogy. In addition, she obtained numerous qualifications in coaching: a Diploma in Executive Coaching from the Academy of Executive Coaching in the UK, she is also a Certified Professional Value and Behavioural Analyst and Consultant (CPVA and CPBA) by TTI Success Insights Central-Eastern Europe, a 360 Degree and Behavioural Event Interview (BEI) Feedback Consultant and an Accredited Licensed Practitioner of Neuro-Agility Profile™ (NAP™). She was elected President of the Hungarian Chapter of the International Coaching Federation for 2014.

The well-structured volume *CRAFT Leadership* is organized into nine illuminating chapters along with a *Preface* and an *Introduction* providing readers with a clear-cut orientation. The book is based on 55 interviews with established leaders in various industries, such as finance, IT, telecommunication, retail, energy, consulting, etc., as well as university students aspiring to be future leaders. The insights from the interviewees concerning the five leadership qualities provide a wealth of practical knowledge that the book is built on. It also draws on the ideas of renowned authors of management and leadership, all duly acknowledged in the *References* section of the book. Combine it with the Beáta Kalamár's 20 years of experience as executive

coach, and you have *CRAFT Leadership*, a book worthy of attention for anybody interested in the science of leadership.

Chapter I opens with the motto of *CRAFT Leadership*: “Sharpen the REAL LEADER in you by mobilizing the 5 CRAFT Leadership qualities” (p. 11). The author argues that leaders tend to lose their REAL SELF in the sense that most of them go through a subconscious process whereby their title and position become their identity. As this condition is clearly detrimental to the company and more importantly to the employees, the attention of the readers is directed to those fundamental notions that are capable of bringing out the REAL LEADER, thoroughly examined through the lens of the DISC model, a profiling tool referenced to Erikson (2019) and adapted by the author.

The next five chapters give a detailed account of the components of CRAFT leadership. Have you wondered how backward-looking perceptions and conventional thinking may hinder your creativity? Chapter II, CREATIVITY, has all the answers and more. First, the author explores the theories of creativity, its definitions with its key components, and what the interviewees think about it. Second, she shows how to master this leadership quality, highlighting six essential areas. The reader learns how to mix the “creativity cocktail” with the three ingredients, how to use them and what to focus on when the leader is looking to develop the creativity of their team. Finally, creativity and strategy are brought together in the savvy metaphors developed by Kim and Mauborgne (2005; 2017) of the “red ocean strategy”, a market of cutthroat competition, and the “blue ocean strategy”, an untapped and more scalable marketplace. Which market would you rather go for as a creative leader? Beáta Kalamár shows you three ways of pursuing a “blue ocean strategy” and lays out the kind of mindset you, as a leader, will need for creative strategizing. Nonetheless, efficient leaders are not only creative, but they create as well. Citing Peter Drucker’s famous quote “The best way to predict the future is to create it” (p. 76), Beáta Kalamár urges leaders to create a market, create jobs and create a future for themselves and their team. That is where real CREATIVITY lies.

RESILIENCE, the next leadership quality in the CRAFT model, is addressed in Chapter III. It is defined as the ability to cope with stress in adverse situations, being indispensable to navigate the VUCA world. Stress poses a set of different threats to the leader, such as burnout, fatigue and even conditions leading to medical treatment. Thus, it is of paramount importance to be aware of how stress impacts us. Therefore, the reader is introduced to Hans Selye’s (1951) General Adaptation Syndrome theory highlighting the three phases how stressors affect our lives. The chapter raises the question of what a resilient leader and organization look like and explores five key prerequisites of becoming a resilient leader and their 13 characteristics. In the author’s words: “A resilient organisation is one where there is always someone who bites and someone who rests” (p. 92). The chapter even offers some intriguing mindfulness exercises designed to sharpen your leadership presence in order to “de-stress” in the moment.

Chapter IV sets out to explore AGILITY as the third leadership quality in CRAFT. It is pointed out that AGILITY, similarly to CREATIVITY and RESILIENCE, is a highly necessary quality in the VUCA world. The interviews conducted with leaders reveal that AGILITY involves “a quick response to the rapidly changing environment” along with quick thinking and proactive behavior to anticipate the future (p. 118). Brain agility is marked as probably the most important factor in an agile way of thinking. At this point, the author introduces the concept of Neuro-Agility developed by Dr. André Vermeulen. This is concisely summarized as the “flexibility to

learn new skills, attitudes and behaviors fast and easy and unlearn old-behavior patterns” (p. 131). When applied to leadership, the theory assists leaders to “out-think”, “out-learn” and “out-create” competition, preparing them for the future laden with disruptive changes. The author draws up 20 characteristics of being an agile leader and offers an insight into the ways of optimizing brain performance. She also argues for “whole-brain leadership” (p. 142), which means that leaders need to use both sides of the brain to achieve optimum results. One of the highlights of the chapter is the introduction to the Neuro-Agility™ profile. Comprised of seven components and six drivers, the profile yields your Neuro-Design Flexibility score, a highly important assessment of any leader’s AGILITY in the 21st century and beyond.

Beáta Kalamár also explains that the VUCA world has brought a myriad of challenges leaders need to face day by day, such as information overload, the need for multitasking, the constant fear of missing out or being left behind, never stopping for a moment, that is, being in the action all the time, impatience and short termism, as shareholders, consumers, business partners demand instant gratification and our ever increasing addiction to dopamine, a hormone which is released in the body bringing a feeling of satisfaction when a task has been completed. All these factors and the surrounding ‘noise’ make it incredibly challenging for leaders to see clearly where to put the FOCUS, the fourth leadership quality presented in Chapter V. Intriguingly, the author argues that executives need to forget time management. Instead, they should opt for developing their FOCUS, trying to capture the priorities of their teams or company, as one cannot squeeze everything into a day of 24 hours. The chapter offers fascinating insights into the ways of developing the areas related to FOCUS, such as the functionality dimension, looking at how you allocate your time and resources; making use of the Pareto Principle (20/80) as applied to leadership by focusing on higher value activities and teaching you “to see the wood from the trees” (p. 161); a systematic approach to problem solving, that is, instead of solving problems, the task of the leader is to facilitate the process; and finally, managing self-limiting tendencies, setting boundaries and avoiding the traps of multitasking. One would think that multitasking is a highly efficient way of working by virtue of the ability of tackling different tasks simultaneously. What the reader will be truly surprised to learn from this chapter is a discovery by research with regard to multitasking going against deep-rooted beliefs taken for granted thus far.

The final leadership quality TRUST is nicely elaborated on in Chapter VI. The author argues quite convincingly that this quality must be a top priority in leadership for the simple fact that every business operation comes down to the people eventually, the most important assets of the company. If TRUST is lost, people may go with it, leaving the business in dire straits. In addition, trust has an unquestionable impact on the company’s brand, reputation and financial performance. We learn about many different types of trust, such as distributed, cognitive-based, affect-based, instinct-based and transferred trust, as well as the importance of trusting yourself and others, be it one-to-one or one-to-many trust.

Distinction is made between trust and trustworthiness. The leadership insights from the interviews shed light on what real trustworthy leaders are like, and how they are perceived by the coworkers. With that said, there is an enlightening introduction to the “Trust equation” originally developed by Maister, Green and Galford (2001) with the author explaining how she uses it in her practice with executives when working on this leadership quality. Another issue of central importance in gaining trust is the ability to listen to others. Based on Scharmer (2018), the author walks us through the four levels of listening, that is, selective, factual, emphatic and

global, and then she goes on to explain to what extent each level can be expected to contribute to the success of your leadership. The chapter ends with an in-depth discussion of trust in economic and emotional terms. An organization where TRUST is managed professionally is much quicker to react to internal and external needs, while distrust can be costly. On the other hand, TRUST in emotional terms is compared to a bank account, using Covey's (2004) notion of the Emotional Bank Account. Similarly to a regular account, we add and withdraw TRUST in our personal relationships just like money. When the balance is high, the level of TRUST shoots up. Conversely, when the balance is low, trust plunges. A leader needs to cherish and balance relationships through the perspective of giving and withdrawing TRUST.

The last three chapters bring the threads together by providing the readers with a comprehensive and helpful recap of the large and diverse topic of CRAFT leadership. Chapter VII contains useful mind maps of the five leadership qualities in the CRAFT system for visual readers, along with a summary of the reflection questions from the individual chapters followed by assessment sheets to be completed to see how the reader fares on the various components of CRAFT and to pinpoint the areas in need of improvement. Chapter VIII puts in practice what has been learned throughout the previous chapters through looking at how you steer your organisation as a craft on the stormy ocean of the VUCA world, whereas Chapter IX is the final summary taking up the central issues of the book, once again drawing on the five leadership qualities incorporated in CRAFT.

All things considered, it is safe to say that Beáta Kalamár's *CRAFT Leadership* is an outstandingly well-written book combining theory and practice in a masterful way with each chapter complete with theoretical argumentation building on the tenets of psychology, coaching, leadership and management science and an abundance of helpful advice which can be transformed into practice right after reading the book. In addition to the insights from leaders, most chapters include thought-provoking reflection points with questions, helpful exercises and cautionary anecdotes all related to the leadership quality under scrutiny. Add to this the author's easy to read style and rich metaphorical language, no doubt that this book is a must read not only for leaders, trainers, professors and students of management, but also for those who feel stuck at some point in their lives. At the end of the day, leaderships skills could be looked upon in a broad perspective: one way or another everybody is a leader of their own life and to navigate through the stormy seas of the VUCA world everyone needs CRAFT.

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Corresponding Author

The corresponding author for this manuscript is Károly Polcz who can be contacted by email via polcz.karoly@uni-bge.hu