

LEADING THE WAY TO PREMIER PERFORMANCE

From: [The Leadership Challenge](#). James Kouzes & Barry Posner, 1987



Quiz #1 – Group Activity

- Name the five wealthiest people in the world.
- Name the last three people selected as Time Magazine's person of the Year.
- Name three people who have won the Nobel or Pulitzer prizes

Quiz #2 – Individual Activity

- List three teachers or coaches who aided your journey through school.
- Name three friends who have helped you through a difficult time.
- Name three people who have taught you something worthwhile.

World Class Leaders

- Great Leaders are Found only at the Top?
 - Fact or Myth?
- Five Practices Common to Exemplary Leadership
- What People Look for and Admire in their Leaders
- The Key to the Foundation of Leadership

5 Exemplary Leadership Practices

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable others to Act
5. Encourage the Heart

Modeling the Way

- Be willing to model the behavior that you expect from others
- Be clear about your values and beliefs and share with others – “lead from what you believe”
- Don’t expect others to do things that your aren’t willing to do
- Actions must match spoken words
- Set examples through your own actions

Modeling the Way – Team Activity

- Discuss at your table what each of you can do to model the way.

Inspiring a Shared Vision

People are most excited when they:

- Imagine a highly attractive future for their organization
- Have visions of what could be
- Believe in those dreams

Leaders must:

- Show others how their interests can be fulfilled by a common vision
- Clearly communicate a positive and helpful outlook

Inspiring a Shared Vision



- Leaders cannot ignite the flame of passion in their followers if they themselves do not express enthusiasm for the compelling vision of their group.
- People will go to extraordinary lengths for something they believe in and to which they commit.

Inspiring a Shared Vision

Leaders have a personal desire to:

- Make things happen
- Change what's not working
- Create something totally new
- Start with the end in mind

Their clear image of the future pulls them forward.

Inspiring a Shared Vision

To obtain buy-in leaders need to be able to:

- Know their constituents and speak their language

Those being inspired need to

- Believe that the leader has their best interest at heart
- Believe that the leader understands their needs

Inspiring a Shared Vision

In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit.

-- Albert Schweitzer, Humanitarian, Nobel Laureate

Inspiring a Shared Vision

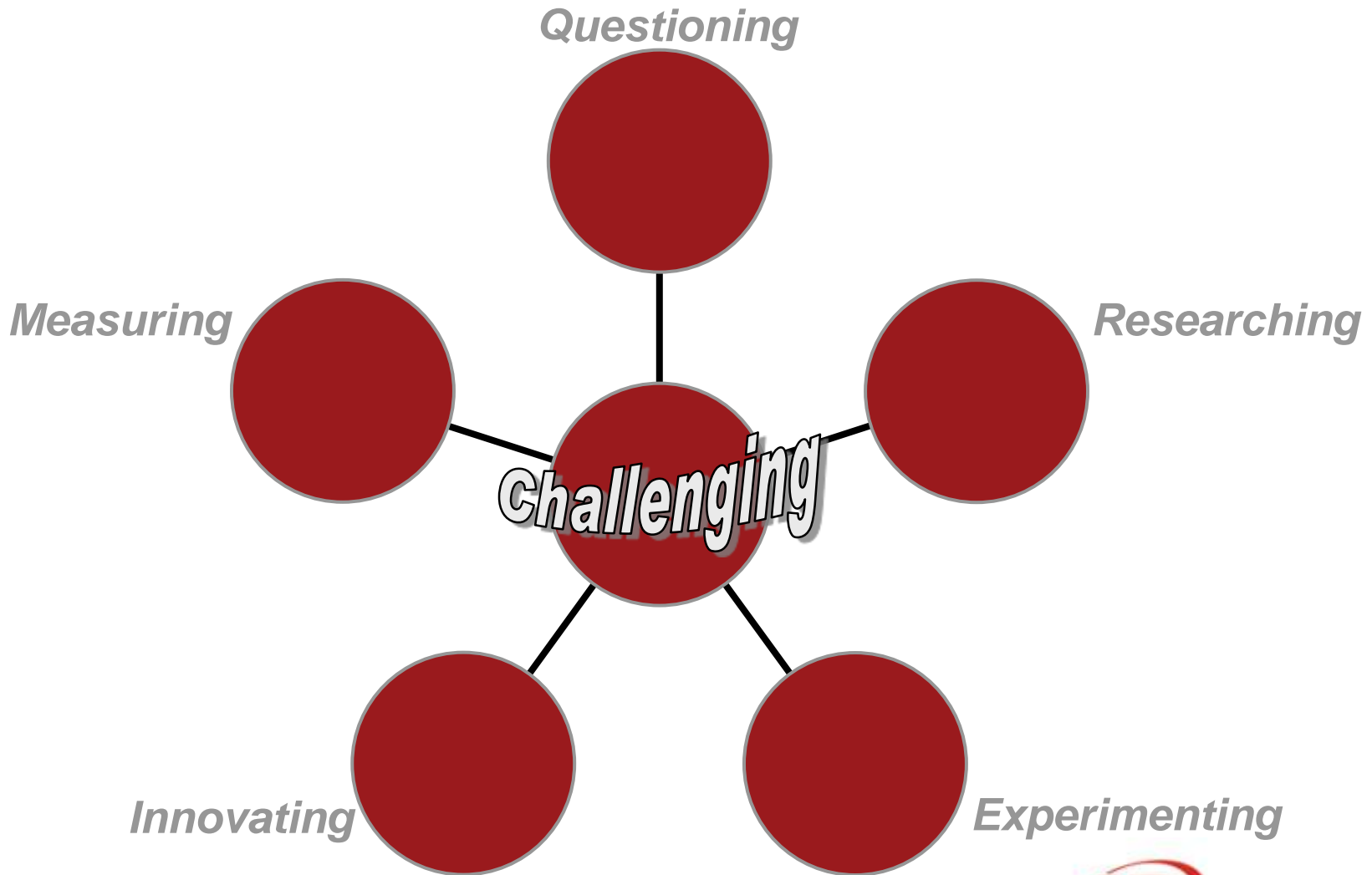
- List three things that you have done to inspire a shared vision with your team.
- List three things that you have seen others do to inspire a shared vision in you.
- Share one idea with those at your table.

Challenging the Process

- Seek innovative ways to change, grow, learn, and improve
- Ask “What can we learn?” when things don’t go as expected.



The Process of Challenging



Challenging the Process

- Seek and accept challenges
- Experiment and take risks even though you might fail
- Early adopters – studies showed change from status quo
- Pioneers willing to step out into the unknown
- Primary contribution is recognition and support of new ideas

James Kouzes & Barry Posner in The Leadership Challenge

Rosabeth Moss Kanter in The Change Masters



Challenging the Process – Team Activity

Share ideas as to what you can do or say to your employees or co-workers to encourage them to challenge the process?



Enabling Others to Act

- ***Involve*** others in planning the action that affects them.
- Give people the ***freedom*** to make their own decisions.
- Create an ***atmosphere*** of mutual respect & trust.



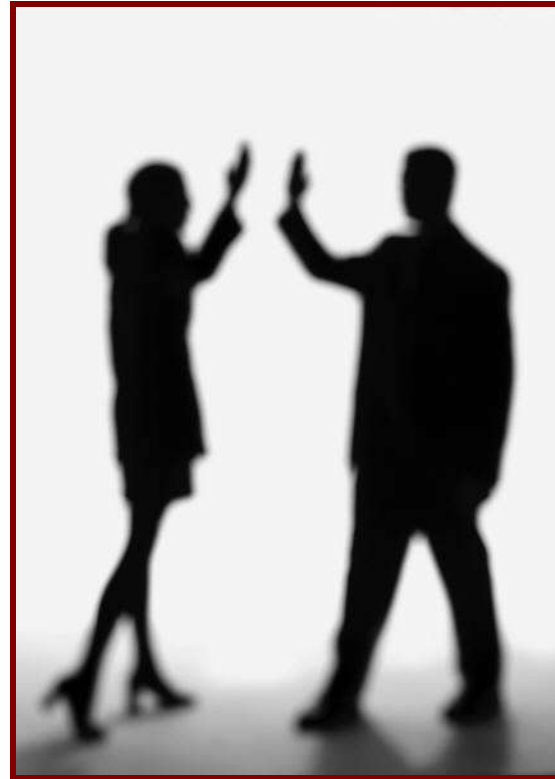
Enabling Others to Act

- What are some things that we can all do to enable our team members?

Enablers

The five most frequently mentioned enablers from more than 3000 managers are:

- Trust
- Communication
- Freedom
- Confidence
- Support



Trust

- According to Stephen Covey:

“There is one thing that is common to every individual, relationship, team, family, organization, nation, economy and civilization throughout the world—one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.”

Trust

- Leadership Theory (Two Dimensional)
 - What a leader is (character)
 - What a leader does (competence)

“Whoever is careless with the truth of small matters cannot be trusted with important matters.”

-Albert Einstein

Trust: 4 Cores of Credibility

- Core 1: Integrity: Walking your talk, acting in accordance with your values and beliefs
- Core 2: Intent: Motives based on mutual benefit (genuinely caring for those with whom we interact, lead, and serve)
- Core 3: Capabilities: Talents, attitudes, skills, knowledge, and style
- Core 4: Results: Track record, performance, getting the right things done

Covey's Key Behaviors

- Talk Straight
- Demonstrate Respect
- Create Transparency
- Right Wrongs
- Show Loyalty
- Deliver Results
- Get Better
- Clarify Expectations
- Confront Reality
- Practice Accountability
- Listen First
- Keep Commitments

Encouraging the Heart

- ***Catch*** people doing things right.
- ***Show appreciation*** for individual and team excellence.
- ***Expect the best*** creating self-fulfilling prophecies.
- ***Praise & Reward*** people for a job well done.
- ***Celebrate*** when project milestones are met.
- ***Maintain a positive outlook.***



What People Look for and Admire in their Leaders

- Honesty
 - Supportive
 - Dependable
 - Courageous
 - Loyal
 - Straightforward
 - Broad-minded
- Intelligent
 - Competent
 - Determined
 - Caring
 - Self-controlled
 - Cooperative
 - Supportive
- Fair-minded
 - Forward-Looking
 - Ambitious
 - Mature
 - Independent
 - Inspiring

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- | | | |
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| • Straightforward | Cooperative | <i>Inspiring</i> |
| • Broad-minded | Supportive | |

Credibility is the Foundation of Leadership

When people perceive their immediate manager to have high credibility, they're significantly more likely to:

- Be proud to tell others they're part of the organization
- Feel a strong sense of team spirit
- See their own personal values as consistent with those of the organization
- Feel attached and committed to the organization
- Have a sense of ownership of the organization

Credibility is the Foundation of Leadership

When people perceive their manager to have low credibility, they're significantly more likely to:

- Produce only if they're watched carefully
- Be motivated primarily by money
- Say good things about the organization publicly but criticize it privately
- Consider looking for another job when the organization experiences turmoil
- Feel unsupported and unappreciated

Credibility makes a difference and leaders must take it personally. Loyalty, commitment, energy, and productivity depend upon it.

Leadership is a Relationship

- Leadership begins with relationship building
- No need to wait around to be saved by someone riding into town on a white horse
- There are people everywhere who are ready to lead you to greatness
- You can be one of those people!

What we have discussed

Five Practices Common to Exemplary Leadership

1. Model the Way
2. Inspire a Shared Vision
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What People Admire in their Leaders

- Honesty, Forward-Looking, Competent, Inspiring

Credibility is the Foundation of Leadership

Leadership begins with Building the Relationship

Thank You for Your Participation!

