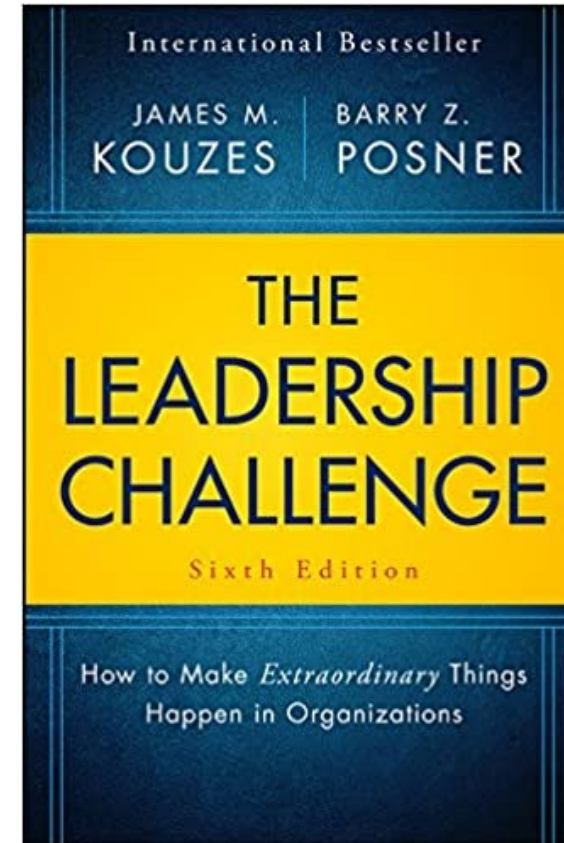# 5 Key Practices of Exemplary Leaders

## THE LEADERSHIP CHALLENGE BY KOUZES AND POSNER

# The Five Practices of Exemplary Leadership

| Challenge | Challenge the Process |
| Inspire | Inspire a Shared Vision |
| Enable | Enable Others to Act |
| Model | Model the Way |
| Encourage | Encourage the Heart |

International Bestseller

JAMES M. KOUZES | BARRY Z. POSNER

THE LEADERSHIP CHALLENGE

Sixth Edition

How to Make *Extraordinary* Things Happen in Organizations

# THE BEST LEADERSHIP ROLE MODELS

Thinking back across your life, choose one or two leaders who had a strong, positive influence on your work and life

- What made them great?

- What did they do or say that inspired or motivated others?

- How did these leaders make you feel?

- What lessons did you learn from them?

# #1: Challenge the Process

"LEADERS ARE PIONEERS—

THEY ARE PEOPLE WHO ARE WILLING TO STEP OUT INTO THE UNKNOWN."

THE LEADERSHIP CHALLENGE, KOUZES AND POSNER

# Maintaining the status quo breeds mediocrity.

*How do you feel about this statement?*

*How could keeping things the same and stable lead to mediocrity?*

*Can you think of examples, perhaps in other businesses, of this happening?*

# Famous Examples of Maintaining the Status Quo All the Way to Failure

## Narrow Business Focus:  Sports Illustrated

- Sports Illustrated defined their business as 'sports magazine journalism' and failed to broaden into 'sports media journalism'

- They could have beaten ESPN in the race to provide cable sports news, but they didn't see television sports news as their business


## Missing the Digital Revolution:  Kodak and Polaroid

- Although Kodak produced the first digital camera, most of their research and marketing remained focused on film photography

- Polaroid, likewise, believed that people wanted a paper photo of every picture…their customers didn't agree

# Examples of 'Challenging the Process'

- How did restaurants or businesses in your area respond to the pandemic?
  - Positive Examples?
  - Negative Examples?

# Challenging the Process Demands That You Rethink Your Assumptions

"Recent experiments suggest that the smarter you are, the more you might struggle to update your beliefs."

"The brighter you are, the harder it can be to see your own limitations. Being good at thinking can make you worse at *rethinking*."

Think Again by Adam Grant

# Create Unity Around the 'Why', While Challenging the 'How'

| THE WHY:  DEFINE AND STAND FIRM | THE HOW:  REMAIN OPEN AND FLEXIBLE |
|---|---|
| • Your Association Mission Statement<br><br>• The Charge Given Your Task Force<br><br>• Your Values/Why You Do Your Job<br><br>• Your Leadership Credo | Open to Options and Variations<br><br>Willingness to Rethink Based on New Facts<br><br>Proactive Scanning of the Environment for Changes<br><br>Balance 'Grit' Against the Need to 'Quit' |

# What Are You Doing Differently?

At your tables, take a few minutes to discuss these questions

Where have you engaged in 'rethinking' over the last 2 years?

Have you changed or updated your approach to conferences?

Have you changed or updated your approach to membership?

Have you changed your approach to Continuing Education, to Mentorship, to Board Development?

No Vision    Imposed Vision    Shared Vision
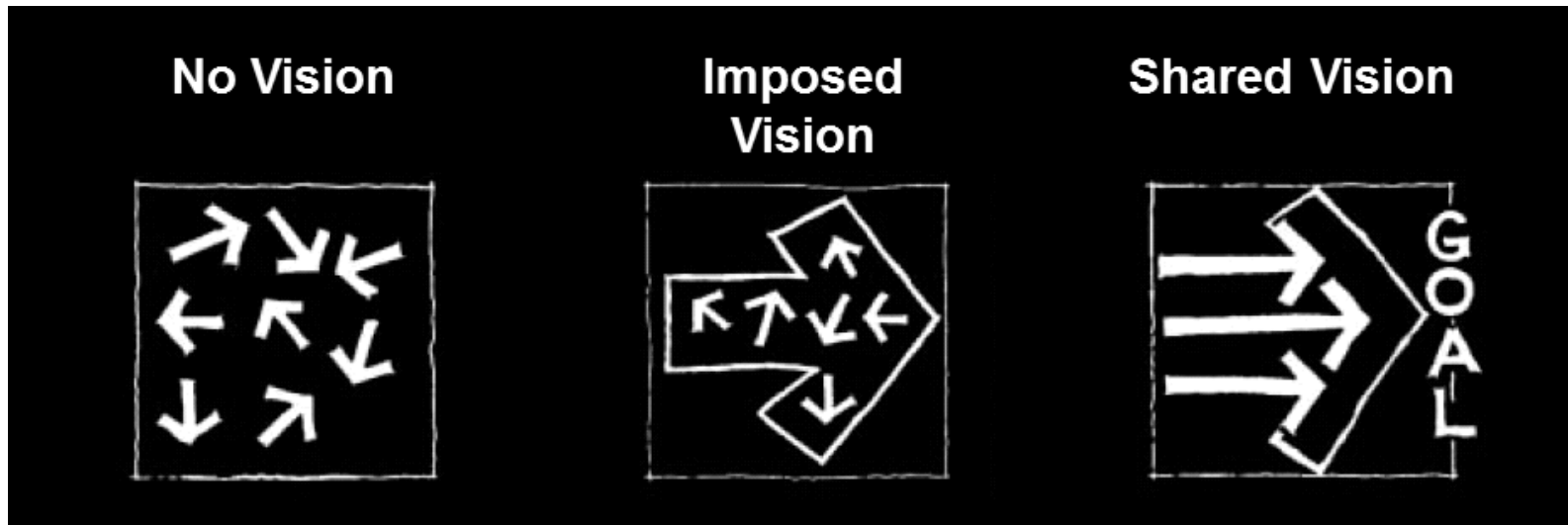
# #2: Inspiring a Shared Vision

# GOOD LEADERS ENLIST OTHERS IN A SHARED VISION

They invite others to see the important role that each individual can play in achieving the vision

# INSPIRING A SHARED VISION INVOLVES 2 KEY FACTORS

1. You must envision the future.
   - What will success look like?  Feel like?
   - How will we measure success?


2. You must enlist others in the Vision.
   - This is 'Our Vision'!
   - What is my role in the Vision?
   - Why am I important?

# I Have a Dream:  MLK's Vision

Q:  What aspects of this speech make it so

Q:  What was his vision?

Q:  How did he share it?  What visual aid did he use?

Q:  How did he make a personal connection with everyone in the audience?

# Enlisting Others:
# Provide Powerful Answers to These Questions:

What is my role and why is it important?

Why is my help critical to the vision?

How can I participate in crafting the vision?

# NOTES ON SHARING YOUR VISION

Please take a few minutes to consider your vision and the ways in which you can enroll the members of your department in that vision.

- How can you involve others in crafting the vision?

- How can you let each person know the important role they can play in achieving the vision?

# #3: Enabling*
# Others to Act

*The original research was conducted long before 'enabling' became a negative term.

**ENABLING** IS A LEADERSHIP BEHAVIOR

WHILE CONTROLLING AND DIRECTING IS A MANAGEMENT BEHAVIOR.

KOUZES AND POSNER

# ENABLING OTHERS IS FIRMLY LINKED TO COLLABORATION AND TEAMWORK

"In 91% of the cases we analyzed, leaders proudly discussed how teamwork and collaboration were essential.  Additionally, our data on others' perceptions of leaders indicate that this (Enabling Others) is the most significant of the five practices."

Kouzes and Posner, The Leadership Challenge

# Enabling Others to Act:  Definitions

Enabling means strengthening, coaching, teaching, and encouraging others to act independently.

Enabling implies helping others develop the skills and resources they need to get the job done.
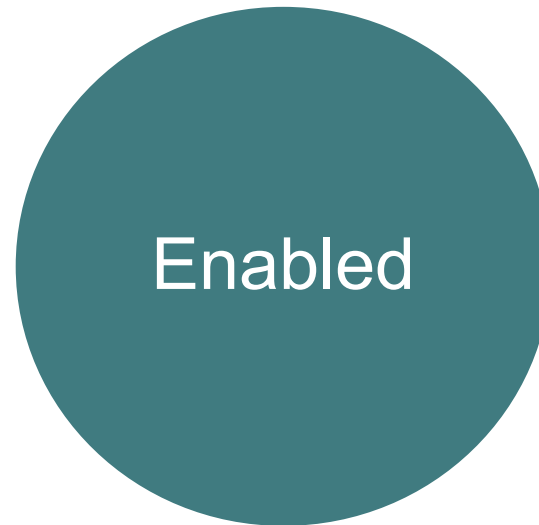
Empowerment means giving people power and authority to move forward.

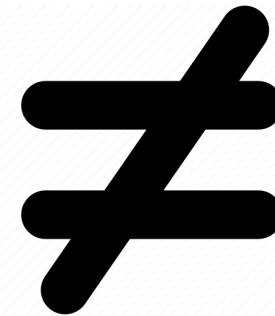Enabling and empowerment should move hand-in-hand.

# Enabling and Empowerment: What happens when they are disengaged?

What happens when a person is 'Enabled' but not Empowered?

What happens when a person is 'Empowered' to do work that they are unprepared for?
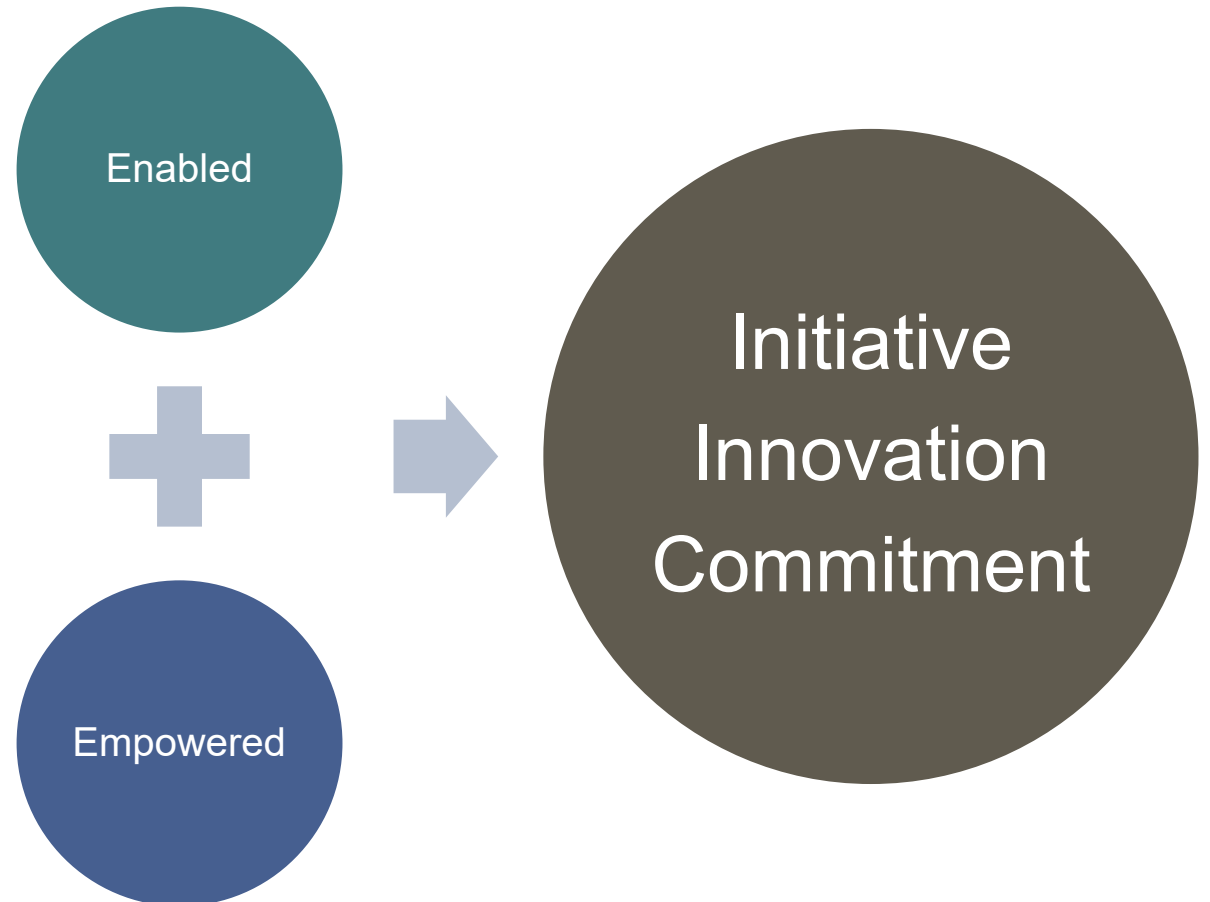
Enabled ≠ Empowered

To make able

To give power

# ENABLED AND EMPOWERED:
When linked together, incredible things can happen.

When trained well and given the confidence and support to move forward, people can achieve incredible things.

Enabled

Empowered

Initiative

Innovation
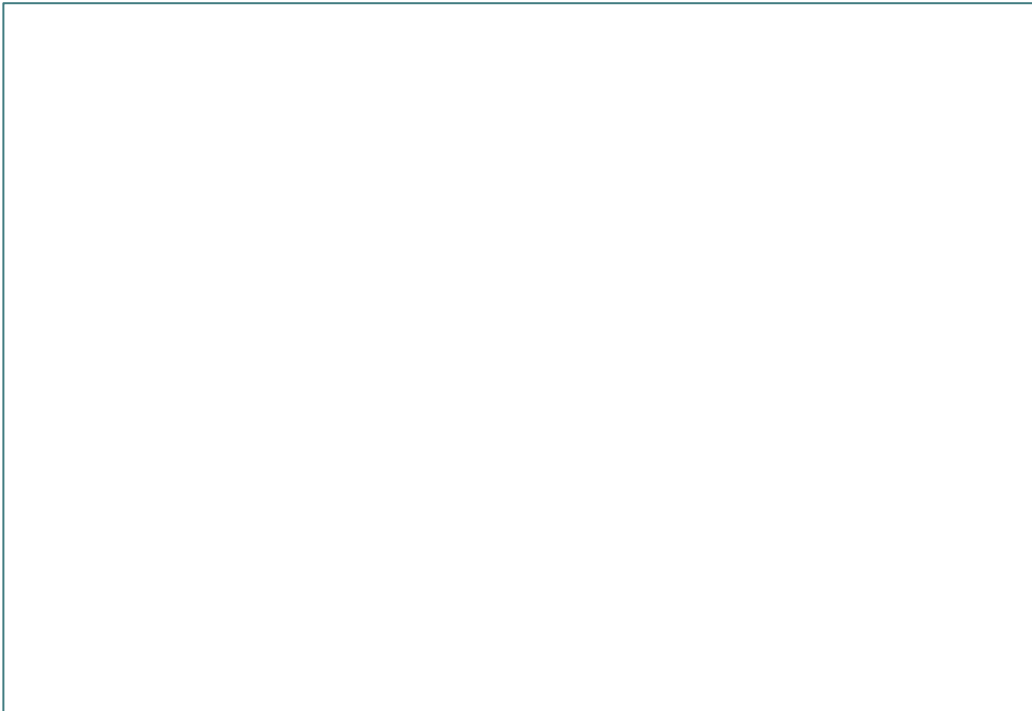
Commitment

# THE POWER OF 'WE'

NOTE:  The grad students who helped transcribe leader interviews quickly developed a short-cut to guess how well a group of followers would rate their leaders.

The more often a leader used the word 'WE' in his/her interviews…the higher the leadership ratings were likely to be from his/her followers.
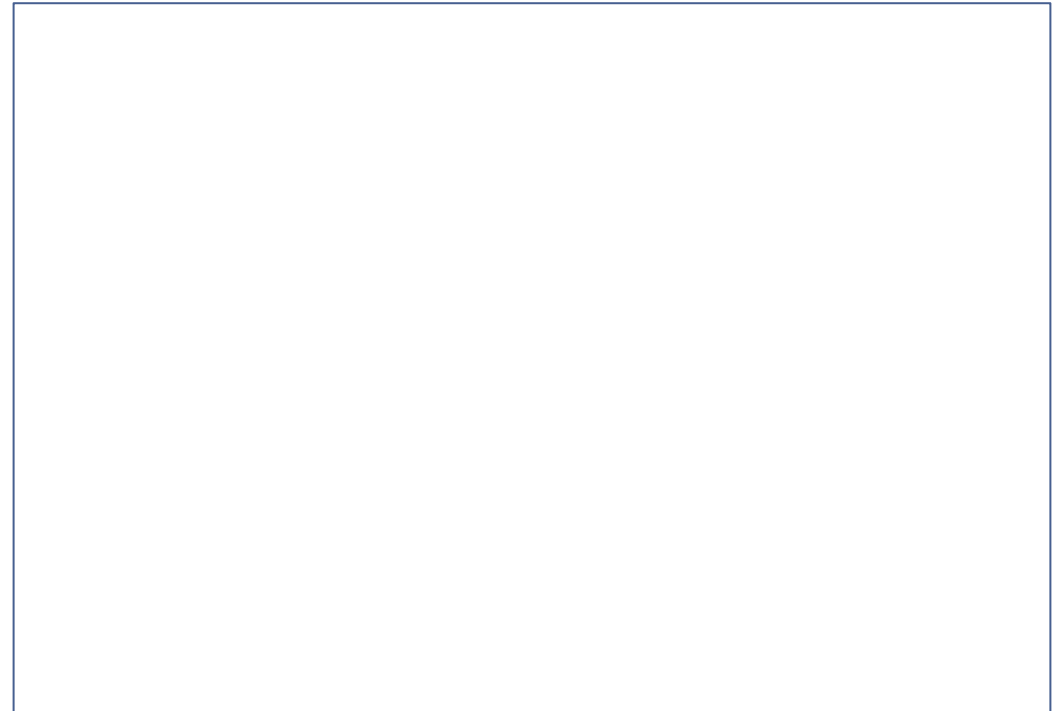
Use of '**WE**'

Avg Ratings from Followers

# THEORY IS ONE THING… BEHAVIOR IS ANOTHER

## BEHAVIORS THAT UNDERMINE TEAMWORK, COLLABORATION, INITIATIVE, AND A CAN-DO SPIRIT

## BEHAVIORS THAT SUPPORT TEAMWORK, COLLABORATION, INITIATIVE, AND A CAN-DO SPIRIT

# #4: Modeling the Way

SET THE EXAMPLE: LEADING BY DOING

MATCH YOUR WORDS WITH ATTITUDE, BODY LANGUAGE, AND ACTION

# Personal Credibility

Consider this finding from Kouzes and Posner's research:

*"The most important personal quality people look for and admire in a leader is personal credibility.  Credibility is the foundation of leadership. If people don't believe in the messenger, they won't believe the message."*

Q: How do you feel about this statement?

Q: What behaviors support or undermine your credibility as a leader?

# Modeling Collaboration, Trust, and Vulnerability

# COLLABORATION, TRUST, AND VULNERABILITY

*WE THINK ABOUT TRUST AND VULNERABILITY THE WAY WE THINK ABOUT STANDING ON SOLID GROUND AND LEAPING INTO THE UNKNOWN.*

*FIRST, WE BUILD TRUST, THEN WE LEAP. BUT SCIENCE IS SHOWING WE'VE GOT IT BACKWARD.*

**VULNERABILITY DOESN'T COME AFTER TRUST — IT PRECEDES IT.**

*LEAPING INTO THE UNKNOWN, WHEN DONE ALONGSIDE OTHERS, CAUSES THE SOLID GROUND OF TRUST TO MATERIALIZE BENEATH OUR FEET."*

JEFF POLZER, A PROFESSOR OF ORGANIZATIONAL BEHAVIOR AT HARVARD

# WHAT DOES IT MEAN TO 'MODEL THE WAY'?

Please break into groups of 3-4 people and discuss:

## Doing the Right Thing

- Examples of times when someone did the right thing, even when it was difficult

## Taking the High Road

- Examples of someone taking the high road, when taking the low road would have been easier

# WHAT HAPPENS TO YOUR TRUST IN YOUR TEAM WHEN RISK INCREASES?

$$\frac{\text{Credibility} \times \text{Intimacy}}{\text{Risk}}$$
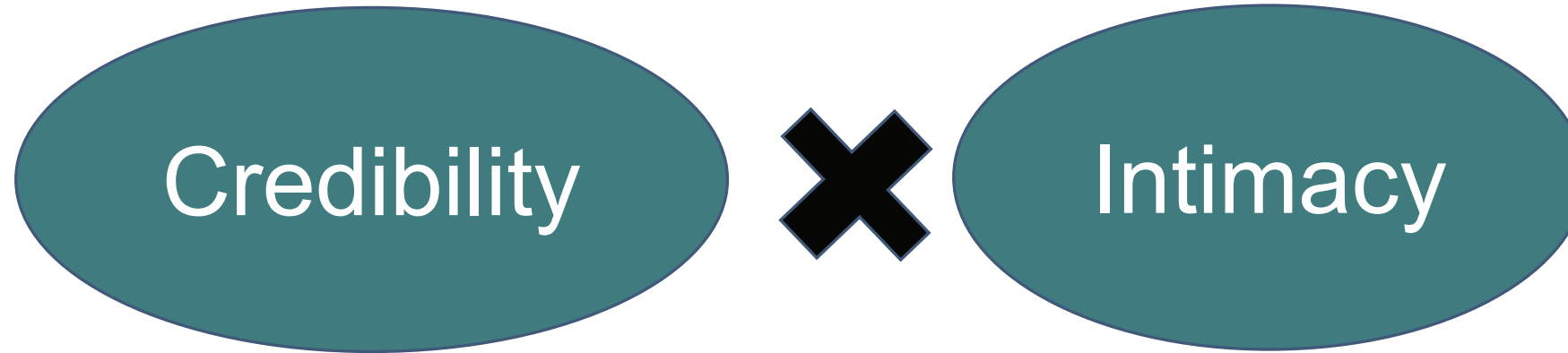
Do you tighten the reins or dis-empower others at the first sign of trouble? **?**

**MOMENTS OF TRUTH**

- Do the things we measure align with our values and culture?
- Do we reward behaviors as well results?

- Mistakes go hand-in-hand with creativity and innovation

**What do you measure, record, and reward?**

**How do you react when someone makes a mistake?**

**How do you react in times of crisis?**

**What questions do you ask?**

- Do you push your stress onto the team, lash out, or remove the autonomy of others?

- Questions speak volumes about what you value.

GODFREY TRAINING ASSOCIATES

# Let's focus on these two questions

What questions do you ask?
- Do you ask for input from newer, younger, less tenured team members?
- Do you listen to outliers?

How do you react in times of crisis?
- How do you react when you are challenged?
- How do you handle conflict on the team?

# LEADERS MUST MODEL 'TEAMWORK' AT EVERY OPPORTUNITY

American culture is steeped in 'rugged individualism', 'entrepreneurial spirit', and the 'importance of winning'

As leaders, messaging and modeling teamwork (and the behaviors that go with it) is a critical competency

# #5: Encouraging the Heart

"I can live two months on one good compliment."
Mark Twain

THE POWER OF A SINCERE COMPLIMENT CANNOT BE OVERESTIMATED.

# The Powerful Gift of a Sincere Compliment

In small groups, share some of the best compliments you have ever received.

What made that particular comment memorable and impactful?

- How did it make you feel?
- Why don't we compliment people more often?

# The Key to delivering meaningful compliments

## Be Sincere

PEOPLE CAN SPOT FLATTERY OR INSINCERITY.

## Be Specific

THE MORE SPECIFIC YOU CAN BE, THE MORE MEANINGFUL YOUR COMMENT WILL.

## Be Timely

COMPLIMENTS DELIVERED IN THE MOMENT MEAN MORE.

**Reward behaviors as well as results.**

- Teamwork, cooperation, and honesty are behaviors
- When behaviors are "encouraged" but never rewarded, they wither away.

Q: What behaviors do you want to encourage on your teams?

Q: How can you recognize and reward these behaviors?

| | |
|---|---|
| **Challenge** | Challenge the Process |
| **Inspire** | Inspire a Shared Vision |
| **Enable** | Enable Others to Act |
| **Model** | Model the Way |
| **Encourage** | Encourage the Heart |

# Please take 5 minutes and make a list of your favorite BFOs
(Blinding Flashes of the Obvious)