

**THE
LEADERSHIP
CHALLENGE**

Special thanks to **Jim Kouzes** for
permission to use some of his slides and
additional resources in the development
of this presentation

What are we doing?

- ◆ **Leadership Role Models.**
- ◆ **The Foundation of Leadership.**
- ◆ **The Five Practices®.**
- ◆ **The Secret to Success in Life.**

Personal activity

Write the name of your
leadership role model.

OCCUPATIONAL CATEGORIES FOR LEADERSHIP ROLE MODELS

- ◆ **Business leader**
- ◆ **Community leader**
- ◆ **Entertainer**
- ◆ **Family members**
- ◆ **Political leader**
- ◆ **Professional athlete**
- ◆ **Teacher or coach**
- ◆ **None/Other/Not sure**

LEADERSHIP ROLE MODELS

- ◆ Family members 40%
- ◆ Teacher or coach 26%
- ◆ Community leader 11%
- ◆ Business leader 7%
- ◆ Political leader 4%
- ◆ Professional athlete 3%
- ◆ Entertainer 2%
- ◆ None/Other/Not sure 7%

___ **Ambitious**
___ **Broad-minded**
___ **Caring**
___ **Competent**
___ **Cooperative**
___ **Courageous**
___ **Dependable**
___ **Determined**
___ **Fair-minded**
___ **Forward-looking**

___ **Honest**
___ **Imaginative**
___ **Independent**
___ **Inspiring**
___ **Intelligent**
___ **Loyal**
___ **Mature**
___ **Self-controlled**
___ **Straightforward**
___ **Supportive**

21% **Ambitious**
40% **Broad-minded**
20% **Caring**
66% **Competent**
28% **Cooperative**
20% **Courageous**
33% **Dependable**
24% **Determined**
42% **Fair-minded**
71% **Forward-looking**

88% **Honest**
23% **Imaginative**
6% **Independent**
65% **Inspiring**
47% **Intelligent**
14% **Loyal**
17% **Mature**
8% **Self-controlled**
34% **Straightforward**
35% **Supportive**

Admired Leaders

- ◆ **Honest**
- ◆ **Forward-looking**
- ◆ **Competent**
- ◆ **Inspiring**

Admired Leaders

- ◆ Honest
- ◆ Forward-
looking
- ◆ Competent
- ◆ Inspiring

Credibility

- ◆ Trustworthiness
- ◆ Expertise
- ◆ Dynamism

The First Law of Leadership

**If we don't believe in the
messenger,
we won't believe the message.**

THE FIVE PRACTICES



Model the Way



Inspire a Shared Vision



Challenge the Process



Enable Others to Act



Encourage the Heart

LEADERS MAKE A DIFFERENCE

Those who score high on The Five Practices:

- ❖ **Are more effective** in meeting role-related demands.
- ❖ **Create higher-performing teams.**
- ❖ **Foster renewed loyalty and commitment.**
- ❖ **Increase motivational levels.**



MODEL THE WAY

- Find your voice by clarifying your personal values
- Set the example by aligning actions with shared values

Just what is
credibility?

How is it
demonstrated?

DWYSYWD

“At the core of becoming a leader is the need always to connect one’s voice to one’s touch.”



INSPIRE A SHARED VISION

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

Have you ever driven
in the dense fog?



“I have a dream.”



ARE YOU COMPETING FOR THE FUTURE?

- ◆ Percentage of time spent on external issues?
- ◆ Percentage of time thinking 5 to 10 years ahead?
- ◆ Percentage of time devoted to building a shared view?

Adapted from Hamel and Prahalad, *Competing for the Future*



CHALLENGE THE PROCESS

- Search for opportunities by seeking innovative ways to change, grow, and improve
- Experiment and take risks by constantly generating small wins and learning from mistakes

Action Item

At least once a month, ask everyone on your team to answer this question: “What have you done this month to improve so that you are a higher performer this month than last?”



ENABLE OTHERS TO ACT

- Foster collaboration by promoting cooperative goals and building trust
- Strengthen others by sharing power and discretion

**“If I don't collaborate, I
don't get anywhere. I
can't lead without the
team.”**

Carolyn Borne, UCLA Center for the Health Sciences

“I may not be the most knowledgeable person... but I know how to get people to think well about themselves.”

Joyce Clifford
Vice President of Nursing
Beth Israel Hospital

Action Item

Use *every* interaction with *every* constituent as an opportunity to build their “capacity” to be a high-performer.



ENCOURAGE THE HEART

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and the victories by creating a spirit of community

Does encouragement help
help you to perform at
your best?



When you **get** encouragement,
encouragement,
does it help you perform at
this level?



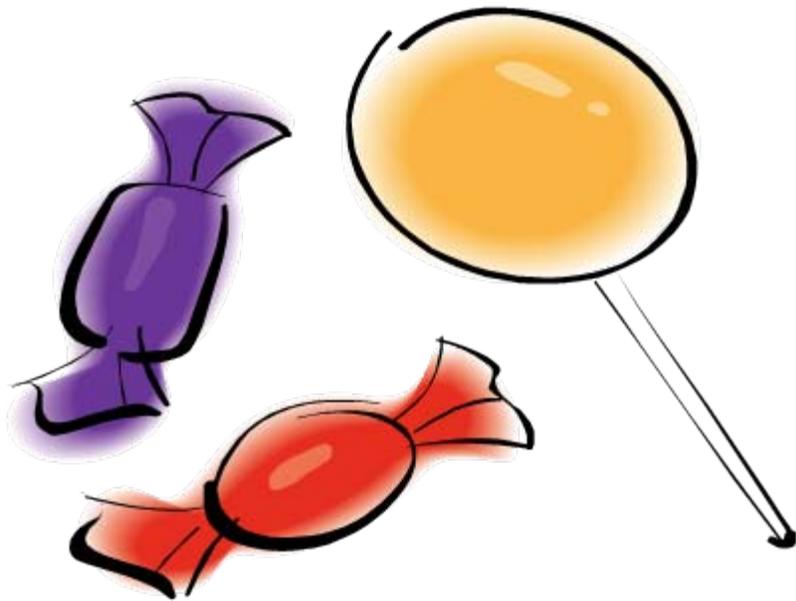
“I’ve learned the importance of a get well card, and the ministry of a personal visit.”

Barry Posner, Dean, Leavey School of Business, SCU

“Ceremonies, celebrations,
and rituals are not about the
the event. They’re about
touching the hearts and souls
souls of every employee.”

Victoria Sandvig
Vice President
Charles Schwab & Company, Inc.

Candy Break



What have
you done to
encourage
the heart?

Action Item

Recognize each of your team at least once each week for something they've done to contribute to high performance.

Small Group activity

Draw a line down the middle of the flip chart.

Write names of exemplary leaders in the left-hand column.

In the right hand column, opposite each name, record the events or situations with which you identify each of these individuals.

EXEMPLARY LEADERS

LEADERS

❖ **Name**

CONTEXT

❖ **Events or situations with which leader is most identified**

EXEMPLARY LEADERS

LEADERS

- ◆ Abraham Lincoln
- ◆ Martin Luther King
- ◆ Mother Teresa
- ◆ Winston Churchill
- ◆ Susan B. Anthony
- ◆ Nelson Mandela
- ◆ Mohandas Gandhi

CONTEXT

- ◆ Civil War
- ◆ Civil rights
- ◆ Poorest of the poor
- ◆ World War II
- ◆ Women's suffrage
- ◆ Freedom movement
- ◆ Independent India