

Leadership for Decisive Change

The Leadership Challenge[®]

by Jim Kouzes and Barry Posner



Objectives of the Workshop

- Have a better understanding of leadership aspects that support change and transformation in employees and organizations.
- Can assess self and the frequency of leadership behaviors demonstrated.
- Increase awareness about leadership behaviors needed to live The Five Practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart.



Objectives of the Workshop

- Identify what gets in the way of developing and demonstrating leadership behaviors.
- Have simple actions to take to reinforce each of the Five Practices, and support change in difficult times.



1/8/2013

Copyright 2012



3

Role Models

- Business Leader
- Community Leader
- Entertainer
- Family Member
- Political Leader
- Professional Athlete
- Teacher or Coach
- None/Other



Leader Role Models

	Ages 18-30	Over 30
• Family Member	40	46
• Teacher or Coach	26	14
• Community Leader	11	8
• Business Leader	7	23
• Political Leader	4	4
• Professional Athlete	3	0
• Entertainer	2	0
• None/Other	7	0



Immediate Manager Has More Influence on...

- People's desire to stay or leave,
- The trajectory of careers,
- Ethical behavior,
- The ability to effectively perform a job, and
- The motivation to share values and vision.

...than CEO...or anyone else.

You matter—You make a difference. You are the important leader in your organization.



Agenda

- Introduction and Welcome
- General Thoughts about Leadership
- Personal Best Stories
- What is the Leadership Practice Inventory (LPI)?



Agenda Continued

- Introducing the Five Practices of Exemplary Leadership®
- Commitment to Action, and Closing



1/8/2013

Copyright 2012



8

General Thoughts About Leadership versus Management



1/8/2013

Copyright 2012



9

Management

- Comes from the root word “manus” meaning hands.
- Managers handle things, and their eyes are on today.



Leadership

- Root word of leadership is “to go, guide, or travel.”
- They guide people on their journey.
- Followers want a leader with foresight and a clear vision of where the organization is going.



Management or Leadership

In dramatically changing times, management is not enough.



1/8/2013

Copyright 2012



12

Elements that Elevate The Leadership Challenge - LPI

- Over 30 years of collecting data.
- Over 4,000 individual cases studies
- Over 3 million respondents
- 2005-2009 data: 1,2000,000 LPIs
- 900,000 observers and 300,000 leaders from all functions and levels



Elements that Elevate The Leadership Challenge - LPI

- Global data from over 70 countries.
- Over 500 research studies by others.
- Rigorous psychometric testing.
- Higher scores on the LPI, the higher outcomes of Leadership.



The Five Practices of Exemplary Leadership[®]

- Every practice makes a difference.
- Situational Leadership—Kouzes and Posner found that the Five Practices can be used in all incidences.
- TLC data has not changed over years.
- Inspire a Shared Vision is the most frequent lowest ranking practice.



The Leadership Challenge

Fundamental Beliefs

1. Leadership is a relationship.
2. Leadership is everyone's business.
3. Leadership development is self development.



The Leadership Challenge

Fundamental Beliefs

- The best leaders are the best learners.
- Leadership development is not an event—it's an ongoing process.
- Leadership takes practice, deliberate practice.
- Is an aspiration and a choice.
- Leaders make a difference.



Personal Best Stories

We have an outline for you to use
to talk about your Personal Best
Story with your partner.



1/8/2013

Copyright 2012



18

Personal Best Stories

1. Take 5 minutes to read the outline and jot down ideas of your Personal Best Story.
2. Each pair take 4 minutes to tell the stories- background and details.
3. Listener help to identify in each story the actions, behaviors and attitudes.
4. Talk about what each of the listeners heard in the stories.



Leadership Practice Inventory (LPI)

Description of the Classic Version



1/8/2013

Copyright 2012



20

The Five Practices of Exemplary Leadership[®]



1/8/2013

Copyright 2012



21

The Five Practices

Model the Way



1/8/2013

Copyright 2012



22

Model the Way

Two Commitments

- Clarify values by finding your voice and affirming shared values.
- Set the example by aligning actions with shared values.



Model The Way

D W Y S Y W D

Do What You Say You Will Do



Characteristics of Admired Leaders

Norms	Characteristic		Norms	Characteristic
16	Ambitious		89	Honest
35	Broad-Minded		17	Imaginative
22	Caring		4	Independent
68	Competent		69	Inspiring
25	Cooperative		48	Intelligent
25	Courageous		18	Loyal
34	Dependable		15	Mature
25	Determined		10	Self-Controlled
39	Fair-Minded		36	Straightforward
71	Forward-Looking		35	Supportive



Characteristics of Admired Leaders

Norms	Characteristic		Norms	Characteristic
16	Ambitious		89	Honest
35	Broad-Minded		17	Imaginative
22	Caring		4	Independent
68	Competent		69	Inspiring
25	Cooperative		48	Intelligent
25	Courageous		18	Loyal
34	Dependable		15	Mature
25	Determined		10	Self-Controlled
39	Fair-Minded		36	Straightforward
71	Forward-Looking		35	Supportive



Credibility Research

Admired Leader

- Honest
- Forward-looking
- Competent
- Inspiring

Credibility

- Trustworthiness
- Expertise
- Dynamism



Quote

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

Max De Pree, Leadership Jazz



Quote

“There is, of course, a prior task—
finding one’s voice in the first
place.”

Max De Pree, Leadership Jazz





1/8/2013

Copyright 2012



30

The Five Practices

Inspire a Shared Vision



1/8/2013

Copyright 2012



31

Quote

“Vision trumps everything.
Organizations are most effective
when a well-articulated and
ambitious vision of the future
exists.”

Nancy Zimpher,
President University of Cincinnati



Forward-Looking

When asked they found the following about which group are expected to be forward-looking:

In Leaders—70%

In Colleagues—27%



Inspire a Shared Vision

Two Commitments

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



1/8/2013

Copyright 2012



34

THE
LEADERSHIP
CHALLENGE
WORKSHOP



1/8/2013

Copyright 2012



35

The Five Practices

Challenge the Process



1/8/2013

Copyright 2012



36

Historical Leaders

Leaders

Abraham Lincoln

Martin Luther King

Mother Theresa

Winston Churchill

Nelson Mandela

Mohandas Gandhi

Content

Civil War

Civil Rights

Poorest of Poor

WWII

Freedom

Independence



Personal Bests-Current Day

Leaders

- Arlene Blum
- Carolyn Bourne

Context

- First all-female—11th highest
- First study of its kind health care

These are only a few of current day accomplishments.



Challenge the Process

Two Commitments

- Searching for opportunities by seeking innovative ways to change, grow, and improve.
- Experimenting and taking risks by constantly generating small wins and learning from mistakes.



Quote

“I get a lot of my ideas from synthesizing things from different disciplines. It might be something from the world of technology. It might be something from the world of retailing or the grocery business or it might be something really just from reading.”

Fred Smith, Chairperson, FedEx



Innovation Quiz

Get with a partner and see how well you can do together to fill out the Quiz.



Quote

“I’ve had more failures than successes. I don’t see the failures as mistakes because I always learned something from those experiences.”

James E. West,
John Hopkins University.



The Five Practices

Enable Others to Act



1/8/2013

Copyright 2012



43

Enable Others to Act

Two Commitments

- Foster Collaboration by promoting collaborative goals and building trust.
- Strengthening others by sharing power and discretion.



1/8/2013

Copyright 2012



44

Quote

“Most importantly, the level of trust subordinates had in their leaders determined the amount of leader influence subordinates accepted.”

P.J. Sweeney, V. Thomson, H. Blanton, “Trust and Influence in Combat: “An Interdependence Model”,
Journal of Applied Social Psychology, 2009



Quote

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

Joyce Clifford, VP of Nursing, Beth Israel Hospital



The Five Practices

Encourage the Heart



1/8/2013

Copyright 2012



47

The Highest Performing Leaders

- Are more open and caring
- Express more affection
- Demonstrate more passion
- Are more positive
- Are more grateful and encouraging



Encourage the Heart

Two Commitments

- Celebrating the values and victories by creating a spirit of community.
- Recognizing contributions by showing appreciation for individual excellence.





1/8/2013

Copyright 2012



50

Leadership for Decisive Change

- Live the Five Practices, Ten Commitments, and the 30 Leadership Behaviors.
- Consider all the comments about leadership and relationships that we covered today.
- Remember the characteristics of high performing leaders.
- Know that leadership is about relationships.



Commitment Exercise

- Look at the behaviors of each practice, and the behaviors you identified earlier.
- Go through and identify one practice you believe you are best at, and one practice you need to improve in.
- In the two practices you identify, highlight at least two behaviors in each.



Commitment Exercise Continue

- Commit to see how you can use your best practice and behaviors to help you move forward as a leader.
- Determine how your identified frequent behaviors can help your skills with the practice you need to improve.



Quote

“You never conquer the mountain.
You conquer yourself—your doubts
and your fears.”

Jim Whittaker



Quote

“When I dare to be powerful—to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.”

Audre Lorde



Cloud-Rainosek & Associates, LP

- Liz Cloud, CPA—713-705-1217—liz@cloud-rainosek.com
- Jackalyn Rainosek, PHD—713-202-6884—jackalyn@cloud-rainosek.com
- www.cloud-rainosek.com

Thanks for Participating

