

THE LEADERSHIP CHALLENGE

How to Make Extraordinary
Things Happen in Organizations



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Let's begin by having you think about a person you know that is **a manager.**

Now think about a person you know that is **a leader.**

Q: Did you think of the same person or different people?

SHOULD we be thinking of the same person or different people?

MANAGE:

Italian *maneggaire*
to handle,
to train (horses)

Latin: *manus* hand
Spanish: *manos* hand

LEAD:
ME: leden
to go, to travel,
to guide

Q: How did you come
to know whatever it is
you now know about
leadership?

Think about a time you were at your personal best as a leader.

What were the **key actions and behaviors** you took as the leader that made a difference?

Our Research

- ✓ Over 35 years of collecting data
- ✓ Over 5,000 individual cases studies
- ✓ Over 5 million survey respondents from all functions and levels
- ✓ Global data from over 70 countries
- ✓ Over 700 research studies by others
- ✓ Rigorous testing of reliability and validity of model

What does leadership look like in action?

1. **Everyone** has a story!
2. Experiences **mostly similar**

WHAT DOES THIS **EVIDENCE**
TELL US ABOUT LEADERSHIP??

The Five Practices of Exemplary Leadership®

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

Jim Kouzes and Barry Posner, *The Leadership Challenge*

Figure 1.1 The Five Practices of Exemplary Leadership Impacts the Engagement Level of Direct Reports

95.8% OF DIRECT REPORTS HIGHLY ENGAGED*

When Leaders "Very Frequently" or "Almost Always" Use The Five Practices

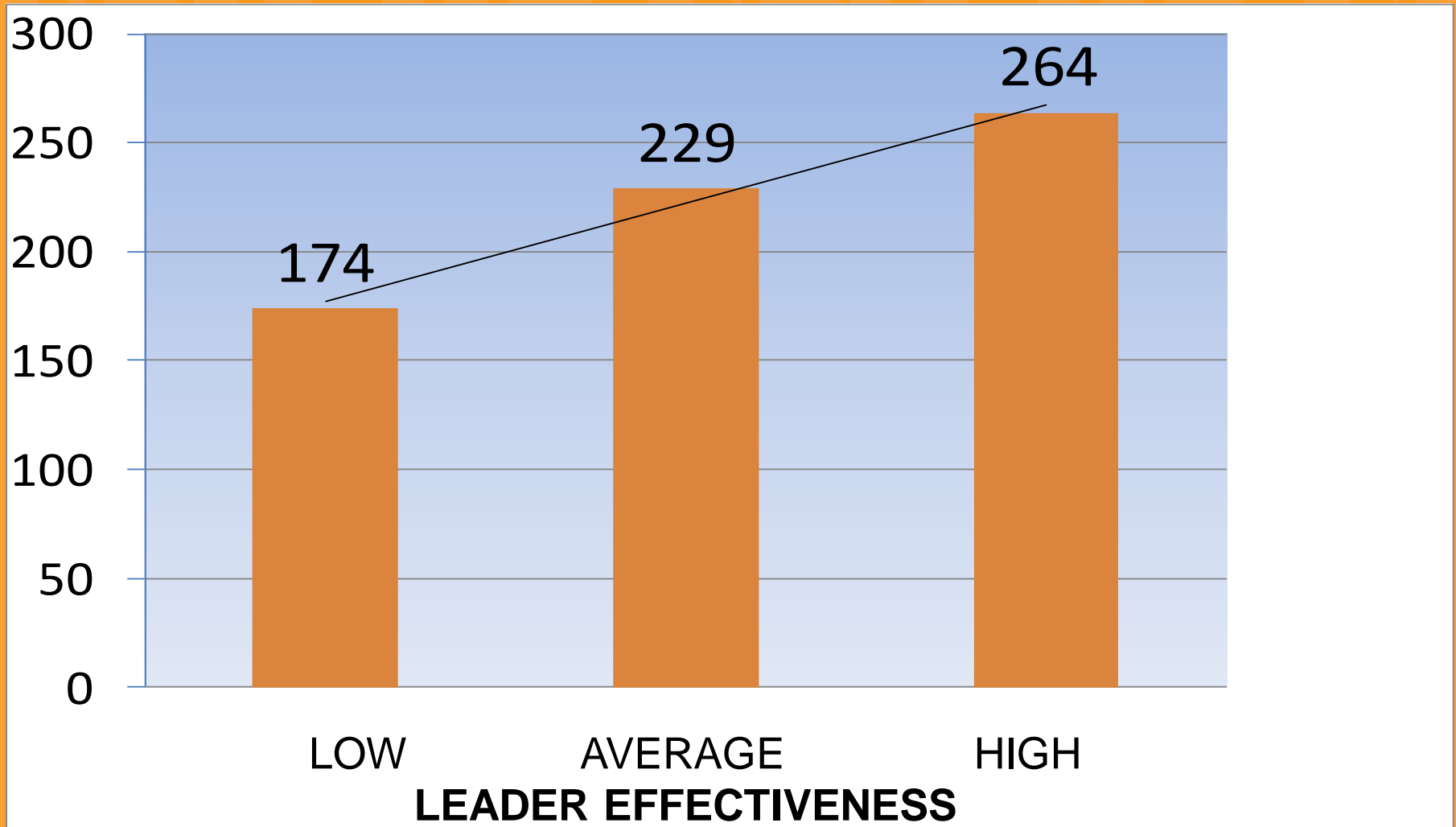
4.2% OF DIRECT REPORTS HIGHLY ENGAGED*

When Leaders Don't Use The Five Practices More Than "Once in a While"

22.8x

* In the top third of the distribution

Leader's Effectiveness Increases with Use of The Five Practices



MODEL THE WAY



Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

"When I got into this position, I had to **figure out for myself**, and within myself, what I thought **was important and why**.

Then I needed to make certain that what I was **doing was consistent** with these values and standards."

Jason Ting

“Knowing **who I am** has been enormously helpful **in guiding** me in making **decisions** about what I do and how I could do it.”

Spencer Clark

Q: What is the **first**
question most people
want to ask a new leader?

A: **Who** are you?

When leaders *effectively communicate their values*, people report significantly higher levels of:

- ❑ Job Satisfaction
- ❑ Commitment
- ❑ Productivity
- ❑ Team Spirit
- ❑ Org'l Pride
- ❑ Loyalty

“(Organizations) where employees strongly believed their managers followed through on promises and demonstrated the values they preached were substantially more profitable than those whose managers scored average or lower.”

Tony Simons

“How can you **prove** that you
“*Walk the Talk*”?

1. **Aligning** your **time** with your values.
2. By **responding** to critical incidents and mistakes **consistent** with **values**.
3. By **going first**.
4. Making **decisions linked with values**, especially regarding promotions, rewards, and recognition

INSPIRE

A SHARED VISION



Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

"Recruitment is hard. I **convince** people to join the team because of what it does for **their confidence** and how it **enables them** to stand out after college.

I also **explain** that it is **not easy** and it takes **courage**. Those who are looking for a **challenge** or a **great stress relief** have stayed."

Cameron McCarthy

■エポック社

3Dパズル ハッピーアレセ

3Dパズル
ハッピーアレセ

サークルカードの各面に描かれたキャラクターの姿を
見ながら、パズルを完成させよう。
●パズルを完成させた後、各面に描かれたキャラクターの
名前を記入し、パズルを完成させる。
●パズルを完成させた後、各面に描かれたキャラクターの
名前を記入し、パズルを完成させる。
●パズルを完成させた後、各面に描かれたキャラクターの
名前を記入し、パズルを完成させる。
●パズルを完成させた後、各面に描かれたキャラクターの
名前を記入し、パズルを完成させる。

“Leadership is **more than influence**. It is about reminding people of what it is we are **trying to build** — and why it matters. It is about painting a picture of **a better future**.”

Michael Hyatt



"Inspiring a Shared Vision is not an annual speech, it's a **daily discussion.**"

Louise Baxter

"I love to work for Louise.

The thing that really struck me from day one is her **singular clarity of vision**. Almost everything that comes out of her mouth, **even casual comments**, has a context around a set of **core messages**. I've **never cared more about the outcome** than I do in this job."

Mike Peppou

“How can you **improve your ability** to *Inspire a Shared Vision*?”

Imagine that in five years you will be attending a ceremony that honors you as the “**Leader of the Year.**” What do hope others will say about you that night?

When do you have to start these behaviors and actions?

CHALLENGE THE PROCESS



Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Experiment and take risks by consistently generating small wins and learning from experience.

“Leadership is about wanting to **do something different**, apart from the mundane daily activities.
It’s about **deliberately** setting yourself apart.”

Della Souza

“Leadership is getting people to **look beyond** their own job descriptions for **ways to improve** and **challenge** the status quo.”

Justina Hui Min Wang

"The **similarity** that most stuck out...was how each person had to **overcome uncertainty** and fear in order to achieve his or her **best**."

Katherine Winkel



**Innovation
requires
outsight,
not just
insight.**

Where do **new ideas** come from?

“No great idea ever enters the mind through an **open** mouth.”



"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

"The only road to good shows is bad ones.

Just go start having a bad time and if you don't give up you will get better."

Louis C. K

"Don't be afraid to **trust yourself**.

You will reap the benefits, or gain experience from a mistake.

Either way, a **valuable lesson** will be **learned**."

Deepy Dhillon

“How can you **improve your ability** to *Challenge the Process*?”

1. **Be curious** about what is happening around you. Investigate.
2. **Challenge yourself** to learn about something you don't already know.
3. **Support risk taking** by fostering learning from experience.

ENABLE OTHERS TO ACT



Foster collaboration

by building trust
and facilitating
relationships.

**Strengthen
others** by
increasing self-
determination and
developing
competence.

If you were to teach someone about leadership based on your personal best experience:

"I would tell them to understand that the experience is **not all about you--** it is about your **followers**. Take each person's thoughts into consideration; go out of your way to ask what they think.

You cannot lead a team without a team to lead."

Samantha Malone

"I made it very clear that it was very important to **lean on each other** if we were going to achieve our goals. I believe it is **human nature** to want to **help others** and I choose to **foster this desire.**"

Kent Squarcia



When was the last time you washed a
rental car?

“By including everyone in key decisions, everyone felt and thought like they were owners and leaders... which makes our work much easier.”

Maurice Chan



"Okay, *what do you need from me* so that you can completely rock at what you're doing?"

Celia Hodson

"You know Celia is there, but she's **definitely clear** that she can't be involved in all the day-to-day operations. She expects you to use your initiative. So it makes you really step up to your role. She's created a safe place to work in, with some **boundaries**, but there's a lot of scope within that to be **creative** and to **grow your role**."

Sally McGeoch

Collaboration Happens When:

- There is a climate of trust.
- People need each other to be successful.
- People have to interact face-to-face.

ENCOURAGE THE HEART



Recognize contributions

by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.

"I made the team **connected to each other** by celebrating any major completion and success during the project execution.

I **fostered relationships** through **recognition** and **team rewards**."

Haitham Hasan



"Praise and encouragement are the **best gifts** you can give anyone. People need to have their contribution acknowledged, **to know** that they are **making a difference.**"

Rachel Argaman

"The first core truth about positive emotions is that they open our hearts and our minds, making us more receptive and more creative."

Barbara Fredrickson

"By **publicly** praising people, you make a statement for how you wish other people, not directly involved in the praise, to work and act.

Public, well-deserved and fact-based appreciation can hence have a multiplier effect."

Kajsa Ryttberg



"If you can't recognise people for something specific you're not paying attention. Good leaders pay attention. They know their people. When you truly know someone, you recognise them in a way that they personally value, because it's relevant to what they care about."

Nathalie McNeil

“How can you **improve your ability** to Encourage the Heart?”

Make certain that **each** team member **feels valued** for what they bring to the table **as individuals** and **celebrate** accomplishments on an **ongoing** basis.

The Five Practices of Exemplary Leadership®

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

"I learned that the more I think I know about leadership, the less I actually know.

There's always room for growth and improvement, and it's a never-ending process."

Zach Chien

International Bestseller

JAMES M. KOUZES | BARRY Z. POSNER

THE LEADERSHIP CHALLENGE

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Happen in Organizations

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