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JAMES KOUZES | BARRY POSNER

THE LEADERSHIP CHALLENGE

HOW TO MAKE EXTRAORDINARY THINGS HAPPEN IN ORGANIZATIONS

Fifth Edition

25th Anniversary

Great Leadership Creates Great Workplaces

Presented by:
Jim Kouzes

Sponsored by:
John Wiley & Sons & ATD

April 20, 2015

“86% of respondents think there is a **leadership crisis** in the world today.”

Shiza Shahid, Outlook on the Global Agenda 2015

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“I think good people **deserve** good leadership. The people I manage deserve **the best** leadership in the world.”

Debi Coleman, Board of Directors, Synopsys and opening case in TLC 1st edition

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- ### Objectives
1. Name the one **attribute** that is the **foundation** of all leadership.
 2. Discuss the factor that most **distinguishes** leaders from individual contributors.
 3. Describe the **condition** that is most likely to produce personal-best leadership.
 4. Identify the **factor that rules** innovation, brand image, acceptance of leaders' influence, and commitment.
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- ### Objectives
5. Ask one question that will enable you to strengthen others **to become** their best.
 6. Discuss how great leadership **impacts engagement** and the bottom line.
 7. The **secret** to success in life—seriously.
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Leadership and Engagement

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Kouzes & Posner's **Positive Workplace Attitudes Measures**

1. Team spirit
2. Pride
3. Commitment
4. Work ethic
5. Productivity
6. Clear expectations
7. Feel valued
8. Effectiveness
9. Trust
10. Making a difference

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How much of **engagement** is accounted for by **who** the constituents are?

Who Constituents Are

1. Age
2. Gender
3. Country
4. Education
5. Tenure
6. Position
7. Function
8. Industry
9. Size of org'n

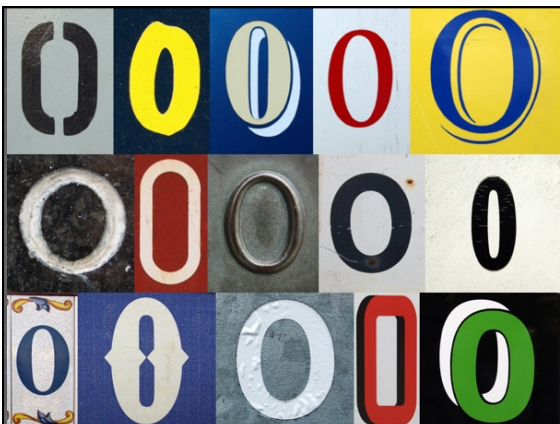
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Poll

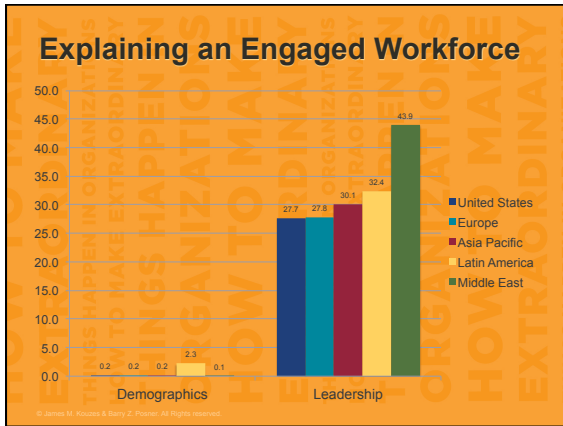
What percentage of engagement is accounted for by all **9 variables** combined?

1. 0-10%
2. 11-20%
3. 21-30%
4. 31-40%
5. 41-50%

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How much of **engagement** is accounted for by **what** leaders **do**?



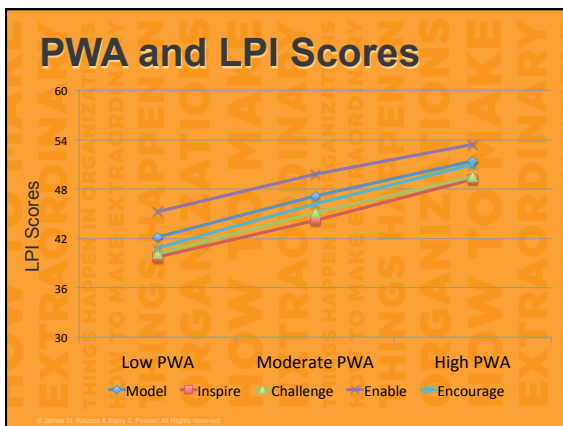
The question is not, **“Do leaders make a difference?”**

The question is, **“How do / make a positive difference?”**

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- ### The Five Practices of Exemplary Leadership®
- Model the Way
 - Inspire a Shared Vision
 - Challenge the Process
 - Enable Others to Act
 - Encourage the Heart
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What impact does leader **behavior** have on workplace **engagement?**



1 Model The Way

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Credibility is the **foundation** of leadership.

What is **credibility** behaviorally? How do you know it when you **see** it?

DWYSYWD

“In order to become a leader...it’s important that I **first define** my values and **my principles.**”

Olivia Lai, manager, customer service support, Kimberly-Clark

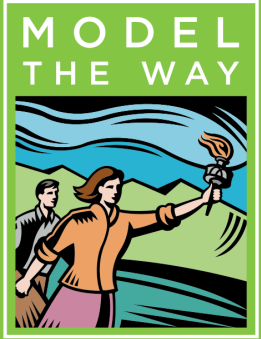


Take Action: Model

Answer this question at the end of *every day*: “What have I done today that demonstrates the values that I hold near and dear to me?”

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MODEL THE WAY



Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

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2 Inspire a Shared Vision

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“Vision trumps everything.”

Nancy Zimpher, Chancellor, SUNY

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Forward Looking

In Leaders **71%**

In Colleagues **27%**

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“I was the **chief dot connector**. At the end of the day, I had to **connect** the dots from vision and **strategy** to the front line...”

Ward Clapham, commander, Richmond Detachment, RCMP

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Poll

On average, what **percentage** of senior executives time is devoted to developing a **shared view** of the future?

1. 0-10%	4. 31-40%
2. 11-20%	5. 41-50%
3. 21-30%	

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3%

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Take Action: Inspire

Imagine it's **10 years** from now and you're attending a ceremony honoring you as the "**Leader of the Year.**"

What do you hope others are **saying?**

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INSPIRE
A SHARED VISION



Envision the future by imagining exciting and ennobling possibilities.

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

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3 Challenge The Process

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Personal Bests

LEADERS	CONTEXT
• Arlene Blum	• First all-female ascent
• Sahira Abdool	• Discontented workforce
• Ward Clapham	• High crime, low morale
• Alan Keith	• Two years or close
• Jade Liu	• Bare shelves, rigid team
• Steve Skarke	• Become world class plant
• Elliese Judge	• Too young, inexperienced
• Cora Carmody	• New global initiative

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“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, Seattle Genetics

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“Everyone can make a difference if she or he **dares to step out** to seize the opportunity and take **the initiative.**”

Sam Liu, assistant GM, Kintetsu Logistics, Shenzhen

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“**Better learners** ... consistently engaged in leadership practices **more frequently** than those in the low learning category.”

Lillas Brown and Barry Posner

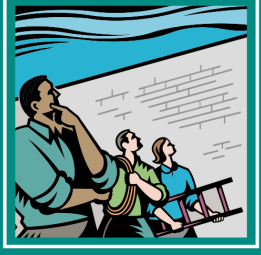
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Take Action: Challenge

At least once a week, ask yourself: “**What** have I **done** in the past week to **improve** so that I’m a **better leader** now than I was a week ago?” Repeat for your team.

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CHALLENGE THE PROCESS



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

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

4 Enable Others to Act

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“..it’s all about fostering **collaboration** and building spirited **teams** – actively involving others, creating an environment of **mutual trust** and respect.”

Cora Carmody, SVP, Jacobs Engineering

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The truth is that **trust** rules.

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“Really believe in your heart of hearts that your **fundamental** purpose, the reason for being, is to **enlarge** the **lives** of others. Your life will be enlarged also.”

Pete Thigpen, former president, LS&CO USA


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Take Action: Enable

In every **interaction** with every person ask yourself, “What can I **do** in this moment to make others feel more **powerful**, **competent** and **able** to do more than they think they can?”

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**ENABLE
OTHERS TO ACT**



Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

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5

Encourage The Heart

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Poll

Do you **need** encouragement to perform at your best?

Yes

No

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Poll

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

Yes

No

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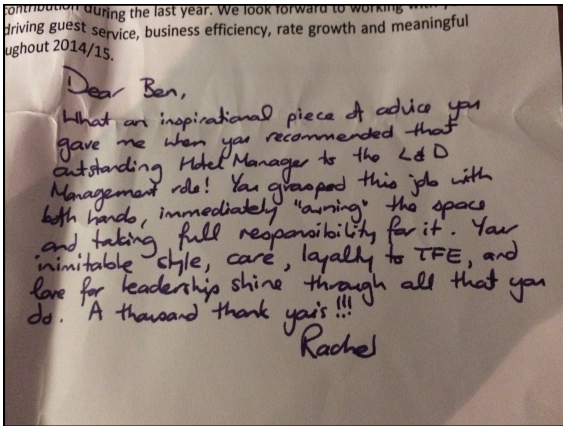
“They want to know that I **value them**. That I think they are doing a **great job**. And that I am **not** taking their contribution **for granted**.”

Jane Binger, executive director of leadership development
Lucille Packard Children's Hospital at Stanford University

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Rachel Argaman, CEO of TFE Hotels, wrote a **handwritten** note to every one of her **3,000** employees. It took her **four** straight days.

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“Sharing success stories and celebrating contributions encourages all of us to come together and work toward a larger goal.”


Prasad Kanneganti, quality operations director, Pfizer

Take Action: Encourage

Just say “thank you” more often.

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ENCOURAGE THE HEART



Recognize contributions by showing appreciation for individual excellence.

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

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In Summary

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The Five Practices of Exemplary Leadership®

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
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The **more frequently** leaders demonstrate each of The Five Practices of Exemplary Leadership the **more engaged** people are in their workplaces.

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The Secret to Success in Life

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How do we develop leaders for the future?

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“Stay in love.”

Maj. General John Stanford, ret., commanding general, MTMC, US Army

Love ‘em and lead ‘em

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For more information about *The Leadership Challenge* visit:
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