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JAMES
KOUZES

BARRY
POSNER

THE LEADERSHIP CHALLENGE

HOW TO MAKE EXTRAORDINARY THINGS
HAPPEN IN ORGANIZATIONS

Fifth Edition

25th Anniversary

The Five Practices of Exemplary Leadership®

Presented by

Jim Kouzes

Sponsored by

**The Association of
California School
Administrators-Region 8**

“There’s only **one way** the big, important, difficult changes now under way in schools are going to truly **pay off** for kids — and that’s with **your leadership.**”

Arne Duncan, U.S. Secretary of Education, National Board on Professional Teaching Standards, Teaching and Learning Conference, March 14, 2014

“The verdict is in....**leadership** behaviors play a **major role** in the reaction, **learning**, and behavior of students.....**leadership** will continue to contribute to the **improvement** of schools and student learning.”

Jonathan Wallace, Regent University, Doctoral Dissertation

Objectives

1. Describe **The Five Practices** of Exemplary Leadership[®].
2. Apply each of **The Five Practices**[®] to your work in **schools**.
3. Articulate the **legacy** you want to leave.
4. Make a **commitment** to take **action** on what you learned in this session.

The Five Practices of Exemplary Leadership®

Tell us about a time
when you were at
your personal best
as a leader.

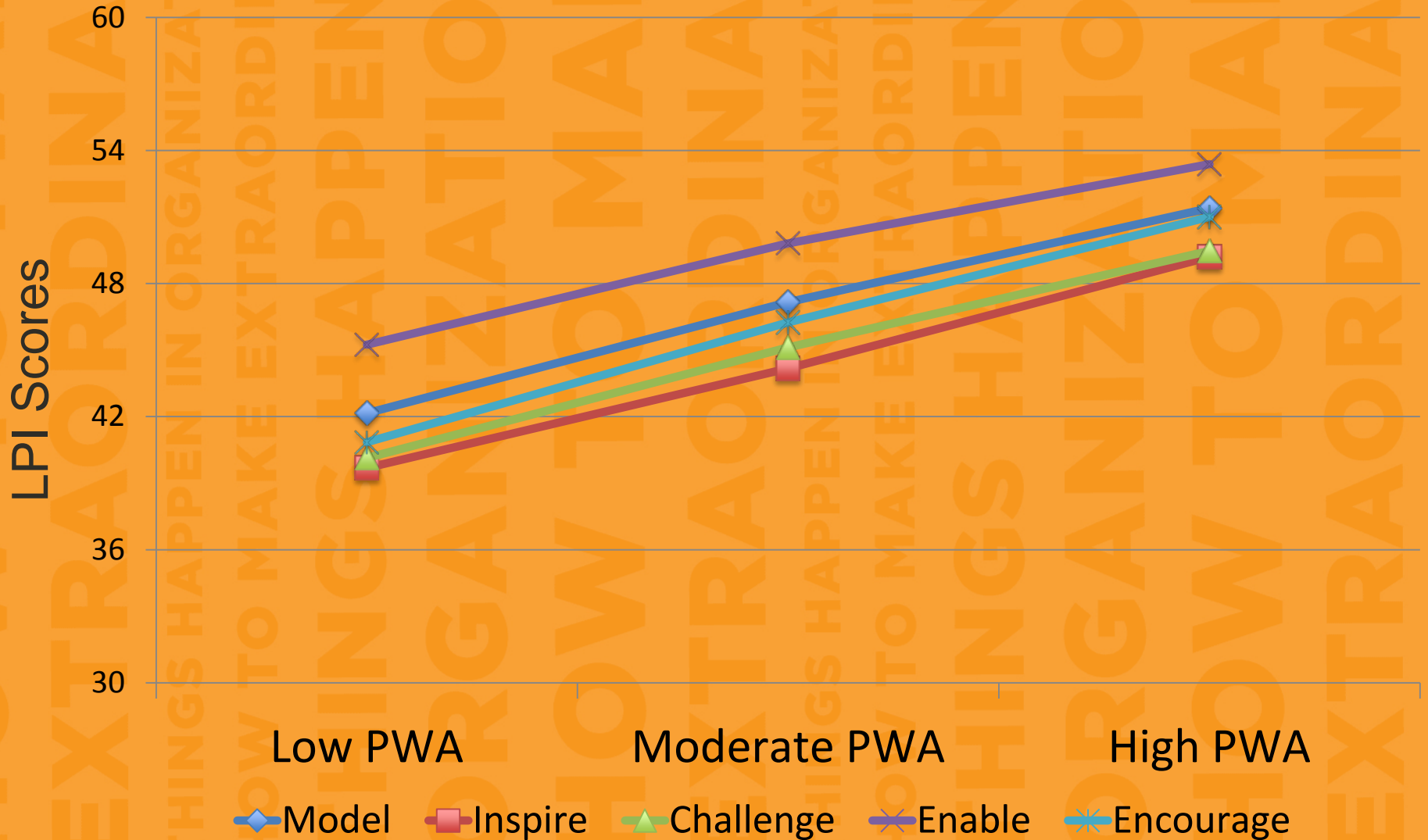
Kouzes & Posner Research

- Over 30 years of collecting data
- Over 5,000 individual cases studied
- Over 3 million survey respondents
- Global data from 70 countries
- Over 600 research studies by others
- www.leadershipchallenge.com

The Five Practices of Exemplary Leadership®

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

PWA and LPI Scores



The **more frequently** leaders demonstrate each of The Five Practices of Exemplary Leadership the **more engaged** people are in their workplaces.

The question is not:
*“Do I make a
difference?”*

The question is:

*“How do I make a
positive difference?”*

1

Model The Way

The Kouzes-Posner First Law of Leadership

“Credibility is the **foundation** of leadership. If you don’t **believe in** the messenger, you won’t **believe the message.**”

Jim Kouzes and Barry Posner, *The Leadership Challenge*

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

DWYSYWD



“Leadership is
personal...Do the people
you lead know **who you
are**, what you **care about**,
and why they **ought to be
following you?**”

Ron Sugar, chairman emeritus, Northrop Grumman Corp.

“You’ve got to take a chance to **show your values**. You can’t be afraid to **stand up** for what you believe in.”

Grant Hillestad, Students Today Leaders Forever

Employee Commitment

Clarity about organization's values

HIGH

4.87

1

6.26

2

LOW

4.90

4

6.12

3

LOW

HIGH

Clarity about my values

“It's not what I say,
it's **what I do** that's
going to make a
difference.”

Dick Pettingill, former CEO, Allina Hospitals and Clinics

DWYSYW

D

MODEL THE WAY



Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

Take Action: Model

*At the end of every day
reflect on this question:*

“What have I done today
that **demonstrates** the
values that I hold near
and dear?”

2

Inspire a Shared Vision



“Vision **trumps**
everything.”

Nancy Zimpher, president, Chancellor, SUNY

Forward-Looking

In Leaders

71%

In Colleagues

27%

THIS BUILDING
IS DEDICATED TO
THE MEMORY OF

**IGNATIUS
JOSEPH FIRPO**

**"WHAT WE HAVE
DONE FOR OURSELVES
DIES WITH US;**

**WHAT WE HAVE
DONE FOR OTHERS
REMAINS, AND IS
IMMORTAL."**



PAMSEY

“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



INSPIRE

A SHARED VISION



Envision the future by imagining exciting and ennobling possibilities.

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

Take Action: Inspire

Try this exercise: Imagine it's **ten years** from now and you're attending a ceremony honoring you as the "**Leader of the Year.**" What do you hope others are **saying about you** that night?

Activity: Reflecting on LIFE

1. Review “The Legacy You Leave” worksheet.
2. Reflect on and record responses to the questions on Lessons, Ideals, Feelings, and Evidence.
3. Be prepared to discuss with a few others.





3

Challenge The Process

Personal Bests

LEADERS

- Arlene Blum
- Ward Clapham
- Jacqueline Maartense
- Alan Keith
- Jade Liu
- Erna Grasz
- Alex Anwar
- Emily LoSavio

CONTEXT

- First all-female ascent
- High crime, low morale
- Restore profitability
- Two years or close
- Bare shelves, rigid team
- Access to educ. in Africa
- Too young, inexperienced
- After-school prog. for poor

“My absolute **favorite thing** about human beings is that we're **never satisfied** with our condition.”

Kaily Adair, Student and vice president, Fossil Ridge High School Council
and Colorado Association of Student Councils



“The **brick walls** are there for a **reason**. They’re not there to **keep us out**. The brick walls are there to give us a chance to show **how badly we want** something.”



Randy Pausch, Carnegie Mellon

“I bet there isn’t a
single **successful**
person who hasn’t
depended on **grit.**”

Angela Duckworth, University of Pennsylvania

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

Lillas Brown and Barry Posner

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.

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.

4 Enable Others to Act



“..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

The Name of the Game Makes A Big Difference!

Community Game

70%

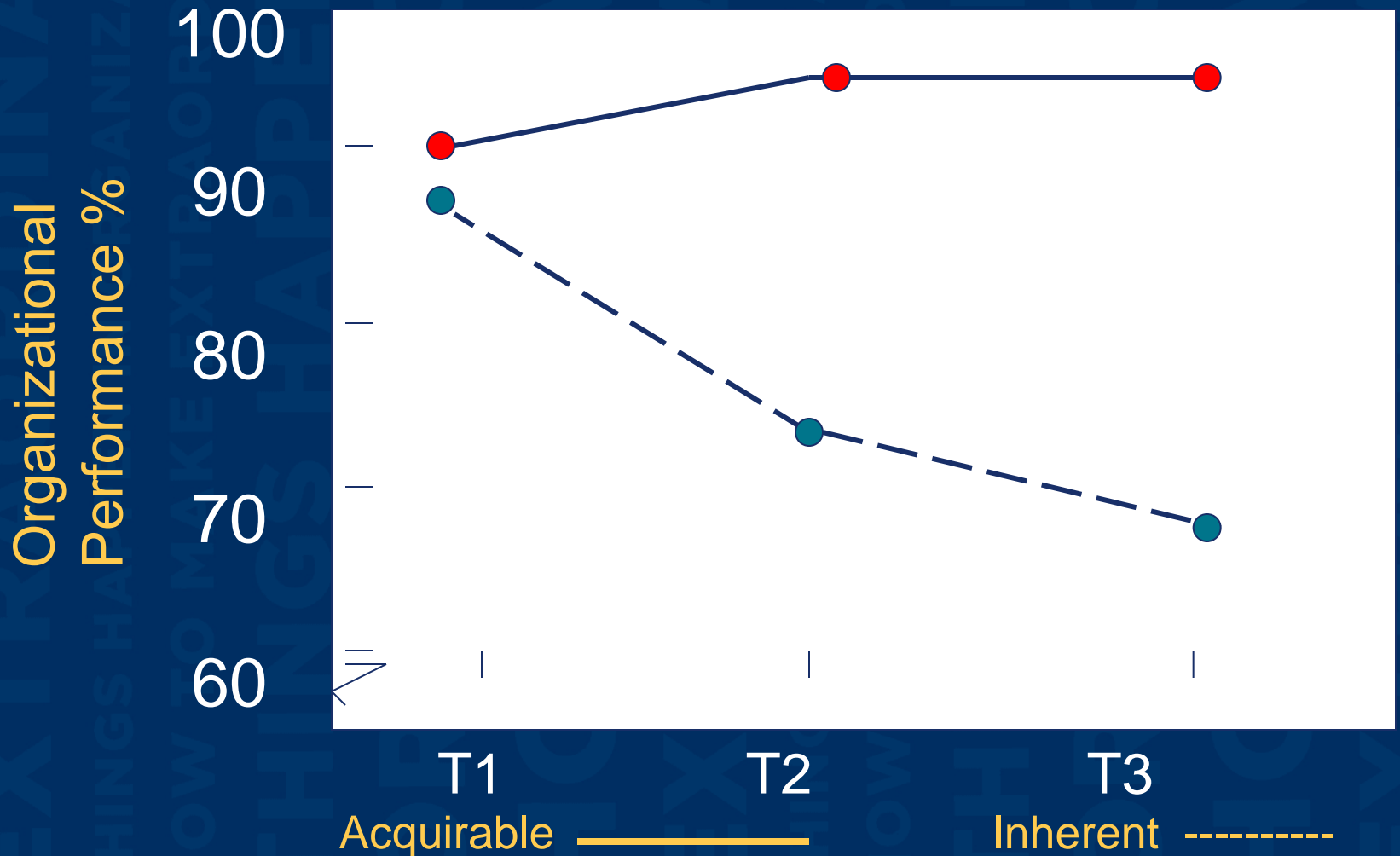
Wall Street Game

30%

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

Joyce Clifford, VP of Nursing, Beth Israel Hospital

Ability and Performance



ENABLE OTHERS TO ACT



Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

Take Action: Enable

Be mindful: Before 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?”

Drill: Strengthening Others

1. In one minute write down what you can do in **one minute** or less to make someone else **feel strong**.
2. In groups of 3 or 4 **share** what you wrote down.
3. Pick **one example** from your group to offer to everyone.

5

Encourage The Heart

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

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

“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

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

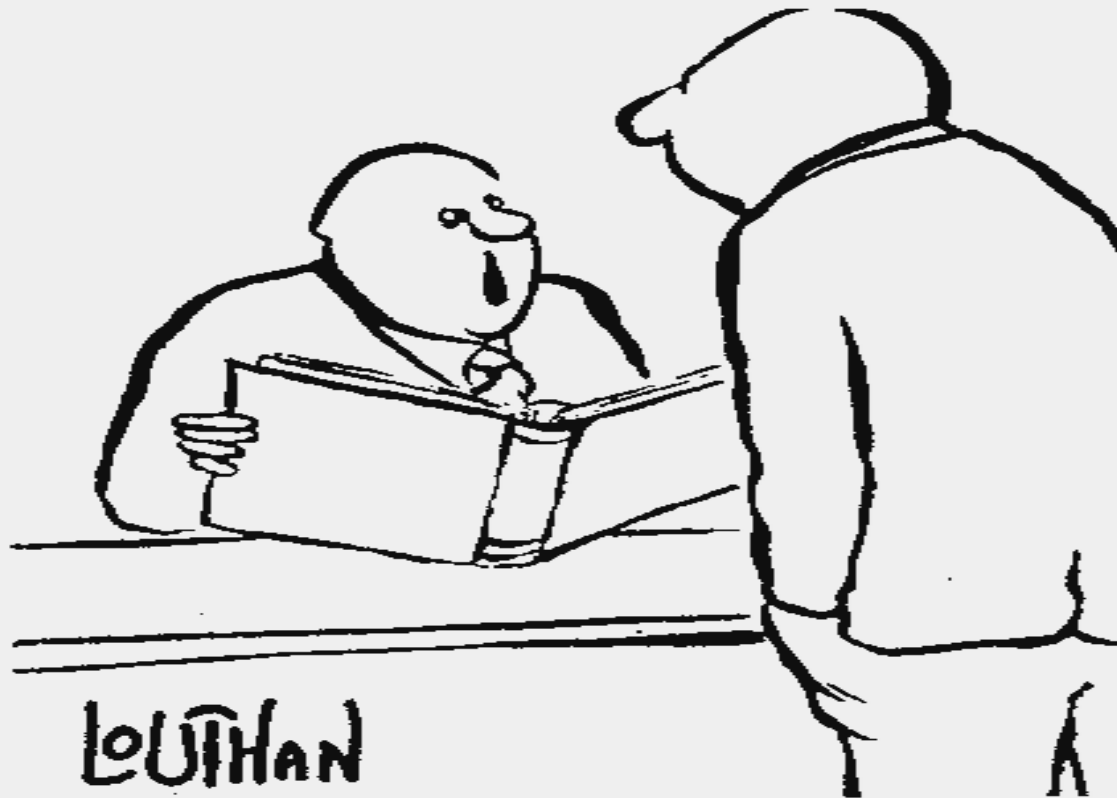
Barbara Fredrickson

University of North Carolina, Chapel Hill, Author of *Positivity*

“Organizational members who were able to tell **many stories**, particularly **positive** stories, exhibited far more evidence of **resilience** than others.”

John McCarthy, Boston University

Briefcase



"Bob, according to our company's management policy, you're just about due for a compliment."

“I hope that at the end of the day I've given my staff, or any of the people that I'm in contact with, the feeling that I cared about them.”

Carolyn Borne, director, General Clinical Research Center, UCLA Medical Center

ENCOURAGE THE HEART



Recognize contributions by showing appreciation for individual excellence.

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

Take Action: Encourage

No matter how often
you now say “thank
you” you should say
“thank you” more
often.

In Summary

The Five Practices of Exemplary Leadership®

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

The **more frequently** leaders demonstrate each of The Five Practices of Exemplary Leadership the **more engaged** people are in their workplaces.

Making Commitments

“You never know where **one step** will take you. And you never know where the **next one** will lead. The **difference** in being a leader is that **you take** the step.”

Melissa Poe Hood, Founder of Kids F.A.C.E.

Activity: Making Commitments

1. Write down **one thing** you'll do after this retreat to contribute to a sustainable legacy culture.
2. Tell **one other person** what you're going to do
3. Make a date to **check in** with that person in one month.



The Secret to Success in Life

How do we
develop leaders
for the future?

Love 'em
and
lead 'em

obrigado

Dank U

Merci

mahalo

Köszí

спасибо

Grazie

Thank
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos

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