“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

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

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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.
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

Clarity about my values

4.87 (LOW) 6.26 (HIGH)

4.90 (LOW) 6.12 (HIGH)
“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
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."
“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
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


2. Reflect on and record responses to the questions on Lessons, Ideals, Feelings, and Evidence.

3. Be prepared to discuss with a few others.
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
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.
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

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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?”

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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.
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
"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
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
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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
Thank you

Languages for 'Thank you':

- obrigado (Portuguese)
- Dank U (German)
- Merci (French)
- mahalo (Hawaiian)
- Köszö (Hungarian)
- cnacu660 (Assyrian)
- Grazie (Italian)
- mauruuru (Samoan)
- Takk (Icelandic)
- Gracias (Spanish)
- Dziękuję (Polish)
- Děkuju (Czech)
- danke (German)
- Kiitos (Finnish)