



Welcome to

The Leadership Challenge Workshop

ACCCH

Transformational Leadership Program

July 14, 2019

Presenter: Dan Schwab



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“

“Only three things happen naturally in organizations:
friction, confusion and underperformance . . .

”



“

... everything else
requires **leadership.**”

-Peter Drucker

”



Leadership

noun

To lead

verb



Leadership belongs to everyone!

To lead

to go first, initiate, innovate

to guide, persuade, mentor



A Shocking Statistic!

**Less than 1 in 3
American workers**

***Report feeling actively
engaged in their work***

Source: Gallup



**“To lead means to take
responsibility for what actually
happens in *our* world.”**

– Marc Roberts, MIT



Workshop Objectives

- » Gain a clear understanding of the behaviors of effective leaders as revealed by research conducted worldwide
- » Learn a common vocabulary for making leadership part of your everyday work
- » Develop insight into your current strengths as leaders, and identify opportunities to further refine these skills
- » Partner with a colleague to address current leadership opportunities
- » What else?





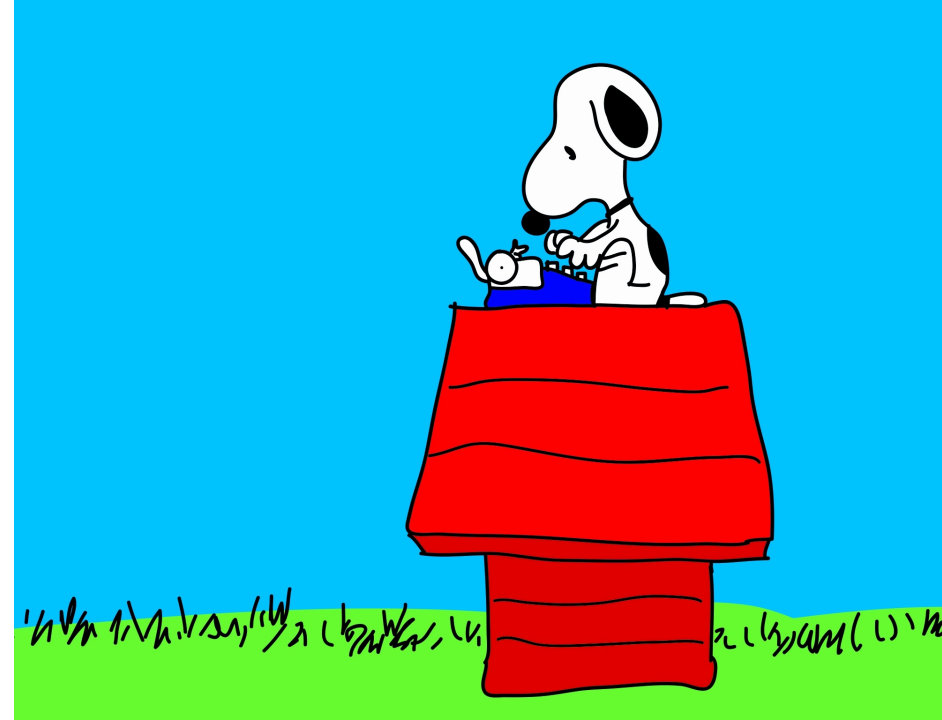
Dan Schwab

- California native and Richmond resident
- College of Marin alum!
- 30 years as an educator, facilitator and coach
- Passionate naturalist and world traveler
- Keyword: “curiosity”





- Professional skill area
- Years of education and application
- Self directed
- Clear professional goals





- Analysis and planning
- Tracking budgets
- Allocating resources
- Balancing conflicting priorities
- Working within the larger organization





- Recruiting, interviewing, hiring, onboarding
- Performance management



- ✓ Orientation and goal setting
- ✓ Delegating tasks and responsibilities
- ✓ Coaching and communication
- ✓ Assessing performance
- ✓ Building skills and capacity



What Leaders *Do*



What **practices** do leaders engage in that distinguish them from otherwise competent people?



Telling Great Stories

- Describe the context and the characters
- Talk about your experience in detail
- What did you do? With whom? What happened?
- What did you learn?





- Pay close attention to the words *and* their meaning
- Ask clarifying questions
- Put yourself in the story



Personal Best Experience

- In trios, share your experiences
- Tell your story with gusto!
- Take notes as you listen to your partners
- Determine your team's **3-5 key leadership behaviors**
- Be prepared to report back
- Keep track of time!





Defining Leadership

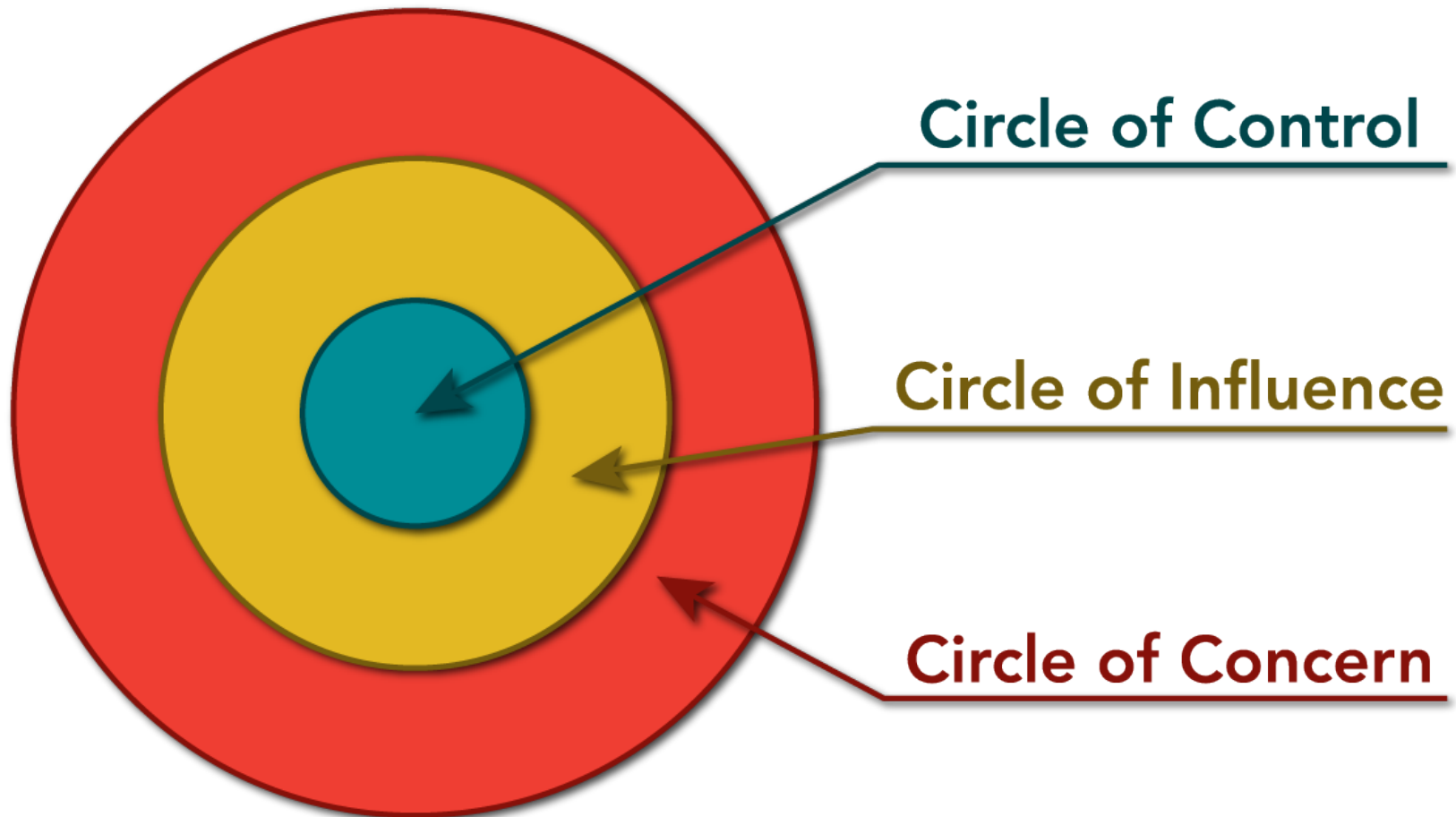
Is it about hierarchy?





Defining Leadership

Or control?



Source: Stephen Covey



Defining Leadership



“Leadership is the capacity to translate vision into reality.”

-Warren Bennis



“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

-Sheryl Sandberg

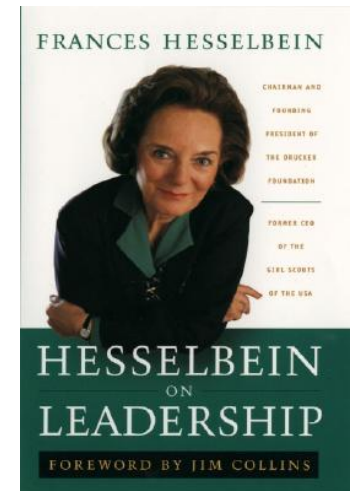
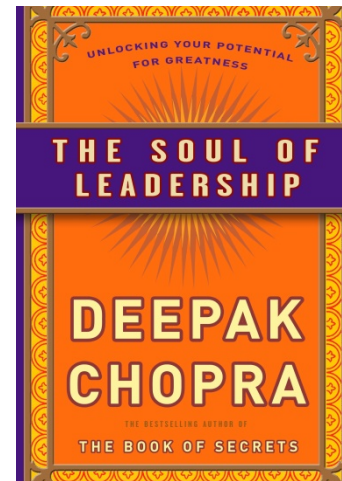
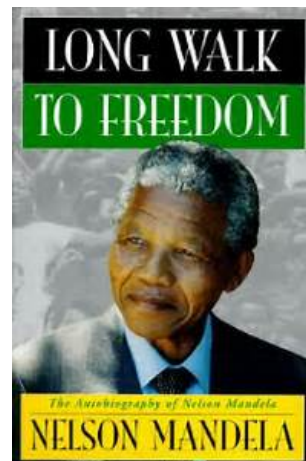
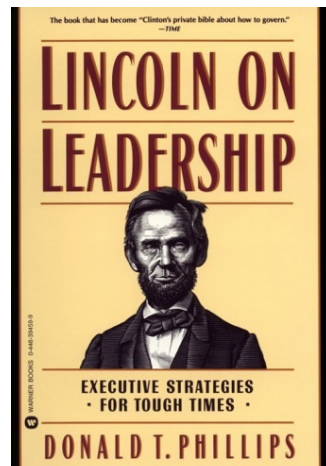
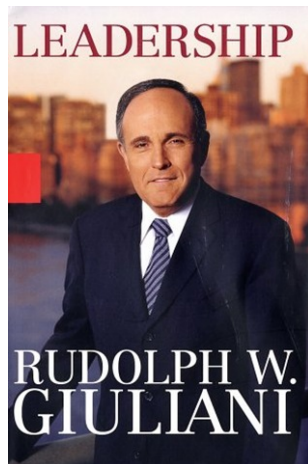
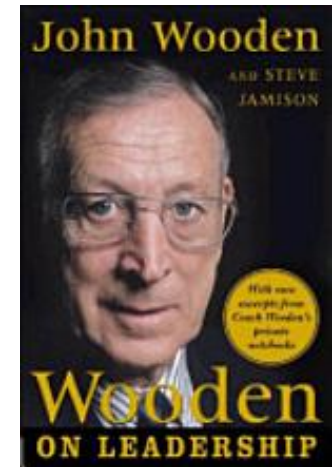
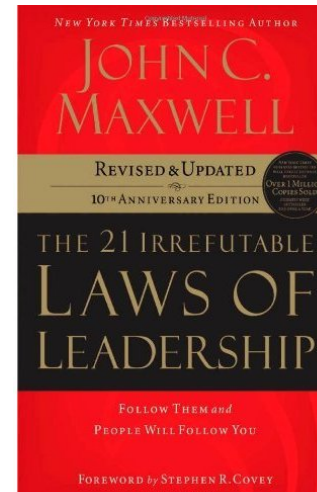
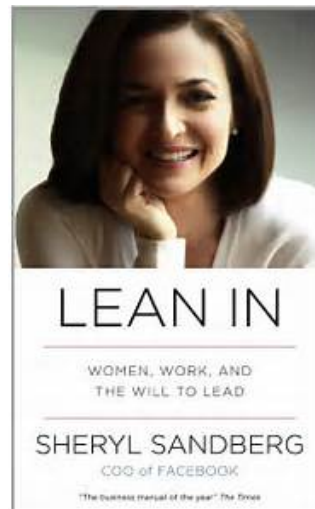
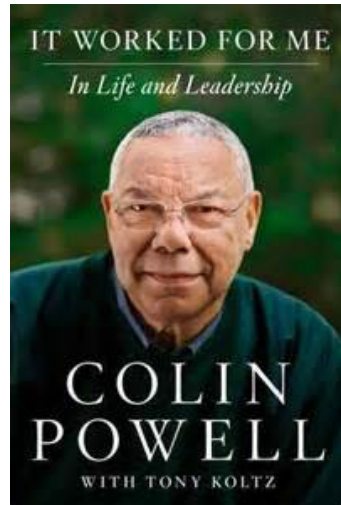
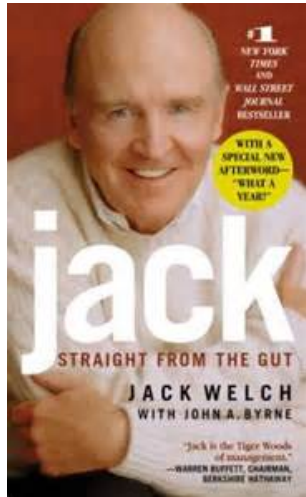


“Leadership is process whereby an individual influences a group of individuals to achieve a common goal.”

-Peter Northouse



Learning from Accomplished Leaders





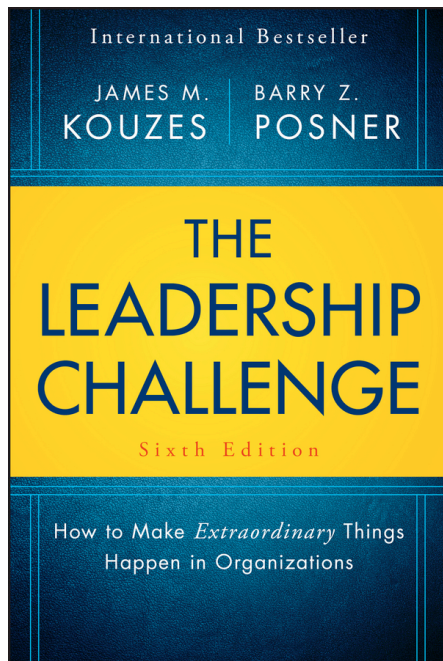
Research-Based Curriculum



- Empirical evidence
- Broad base of investigation
- Cross cultural validation
- “Common sense”
- Implementable
- Proven over time



An Evidence-based Model





Leadership Challenge Research

81 countries

5,000 case studies

3,000,000 survey participants

600+ scholarly studies



**“Leadership is the art of
mobilizing others to want to
struggle for shared
aspirations.”**

– Jim Kouzes and Barry Posner



What Leaders *Do*

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®

1

**MODEL
THE WAY**



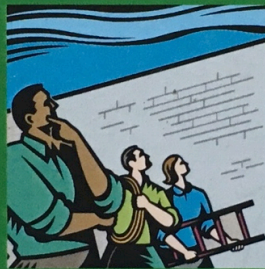
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**INSPIRE
A SHARED VISION**



3

**CHALLENGE
THE PROCESS**



4

**ENABLE
OTHERS TO ACT**



5

**ENCOURAGE
THE HEART**



THE
**LEADERSHIP
CHALLENGE**

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Leadership Challenge Framework

5 Practices



30 Behaviors



30 Behaviors of Leading

THE THIRTY BEHAVIORS OF EXEMPLARY LEADERSHIP

Model the Way

1. Sets a personal example of what he/she expects of others.
6. Makes certain that people adhere to the principles and standards that have been agreed upon.
11. Follows through on promises and commitments he/she makes.
16. Asks for feedback on how his/her actions affect other people's performance.
21. Builds consensus around a common set of values for running our organization.
26. Is clear about his/her philosophy of leadership.

Inspire a Shared Vision

2. Talks about future trends that will influence how our work gets done.
7. Describes a compelling image of what our future could be like.
12. Appeals to others to share an exciting dream of the future.
17. Shows others how their long-term interests can be realized by enlisting in a common vision.
22. Paints the "big picture" of what we aspire to accomplish.
27. Speaks with genuine conviction about the higher meaning and purpose of our work.

Challenge the Process

3. Seeks out challenging opportunities that test his/her own skills and abilities.
8. Challenges people to try out new and innovative ways to do their work.
13. Actively searches for innovative ways to improve what we do.
18. Asks "What can we learn?" when things don't go as expected.
23. Identifies measurable milestones that keep projects moving forward.
28. Takes initiative in anticipating and responding to change.

Enable Others to Act

4. Develops cooperative relationships among the people he/she works with.
9. Actively listens to diverse points of view.
14. Treats others with dignity and respect.
19. Involves people in the decisions that directly impact their job performance.
24. Gives people a great deal of freedom and choice in deciding how to do their work.
29. Ensures that people grow in their jobs by learning new skills and developing themselves.

Encourage the Heart

5. Praises people for a job well done.
10. Makes it a point to let people know about his/her confidence in their abilities.
15. Makes sure that people are creatively recognized for their contributions to the success of our projects.
20. Publicly recognizes people who exemplify commitment to shared values.
25. Tells stories of encouragement about the good work of others.
30. Gets personally involved in recognizing people and celebrating accomplishments.

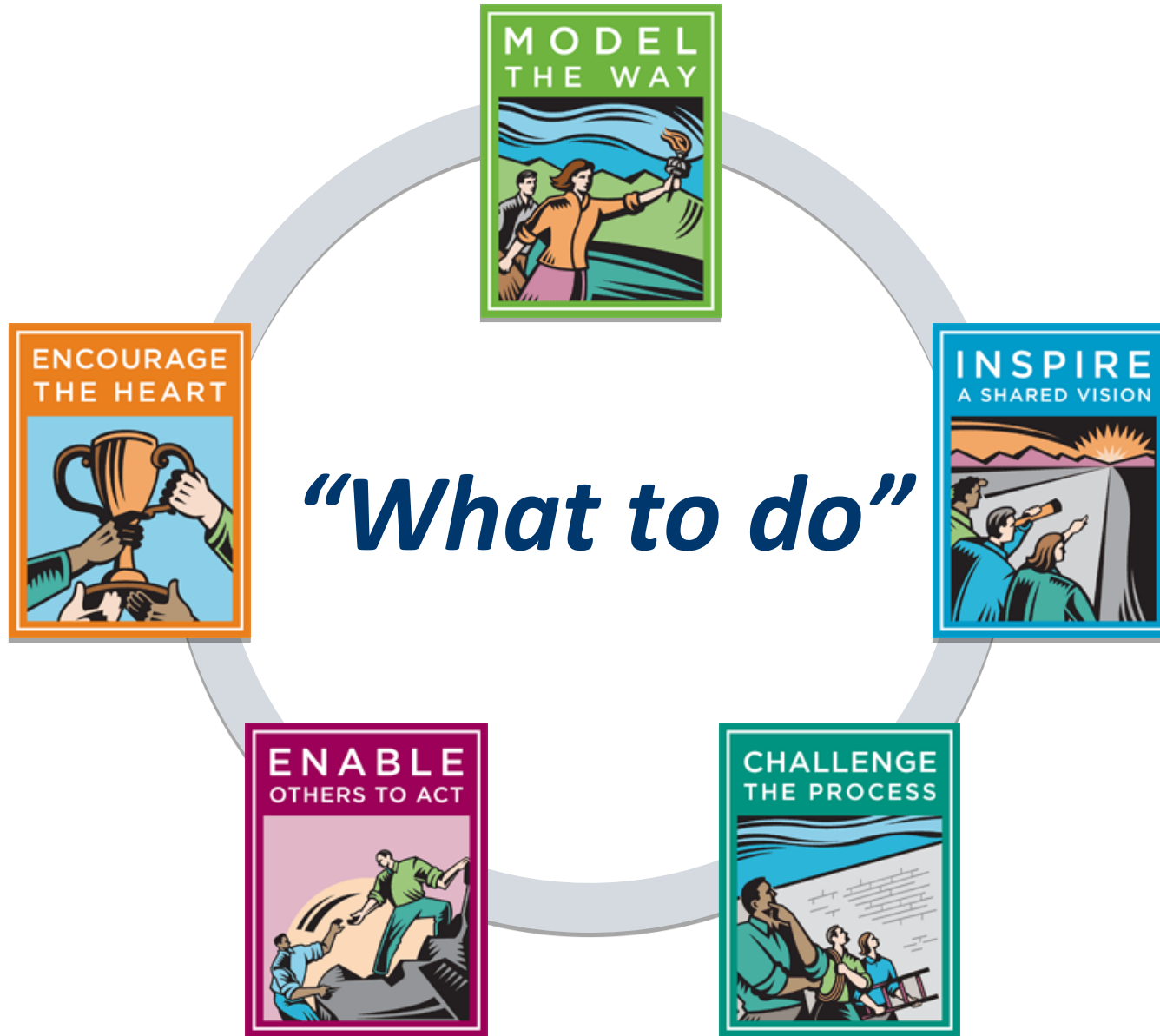
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The Five Practices of Exemplary Leaders





Inspire A Shared Vision



“Any gate will do”





Inspiring A Shared Vision?



INSPIRE A SHARED VISION





Inspire a Shared Vision

**Imagine compelling possibilities
for the common good**

**Enlist others in a shared vision of
what we can do together**



Vision is an **ideal** and **unique**
image of the **future** for the
common good.



**“I have a list
of measurable
objectives”**



**“I have a
dream”**





Inspire a Shared Vision

BIG “V”

little “v”

. . . this is where most of us work



An Inspiring Vision?

A healthier world
**through bold
innovation**



“Nesting” Vision

Executives

Department

Team

Front line



2. Talk about future trends that will influence how our work gets done

17. Shows others how their long-term interests can be realized by enlisting in a common vision



What is one thing you can do this month to be more *visionary*?





Is There a Problem?





“If the rate of change **inside** the organization is not greater than the rate of change **outside** the organization, then the end is near.”



Jack Welch,

former CEO, General Electric

CHALLENGE THE PROCESS





**Look outward for opportunities to
change, grow and improve**

**Experiment, take risks
and learn from mistakes**



“Success is the ability to go from one failure to another with no loss of enthusiasm.”

--Winston Churchill





*“A concrete, complete, implemented outcome of **moderate** importance.”*

--Karl Weick, Organizational sociologist





CHALLENGE THE PROCESS



28. Take initiative in anticipating and responding to change

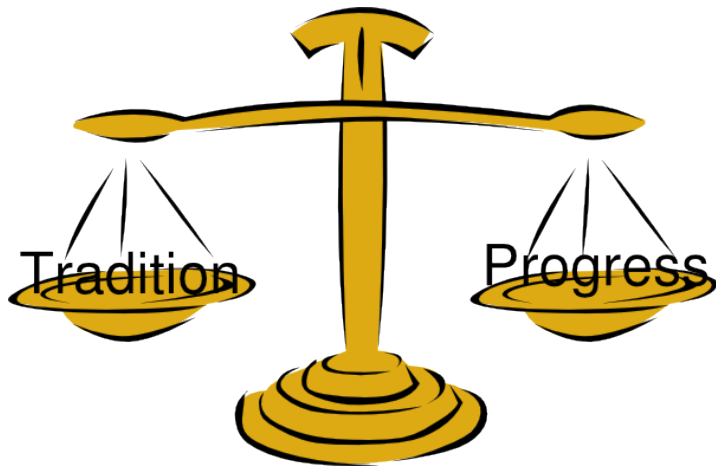
13. Actively search for innovative ways to improve what we do



Must Everything Change?

Tradition

Noun



the handing down of statements, beliefs, legends, customs and information from generation to generation, especially by word of mouth or by practice.

a story that has come down to us from those who came before



What is one thing you can do this week to *challenge the process*?



This Way No More!



ENABLE OTHERS TO ACT





en·a·ble

verb

- to make able; to give power
- to make possible or easy
- to make ready; to equip



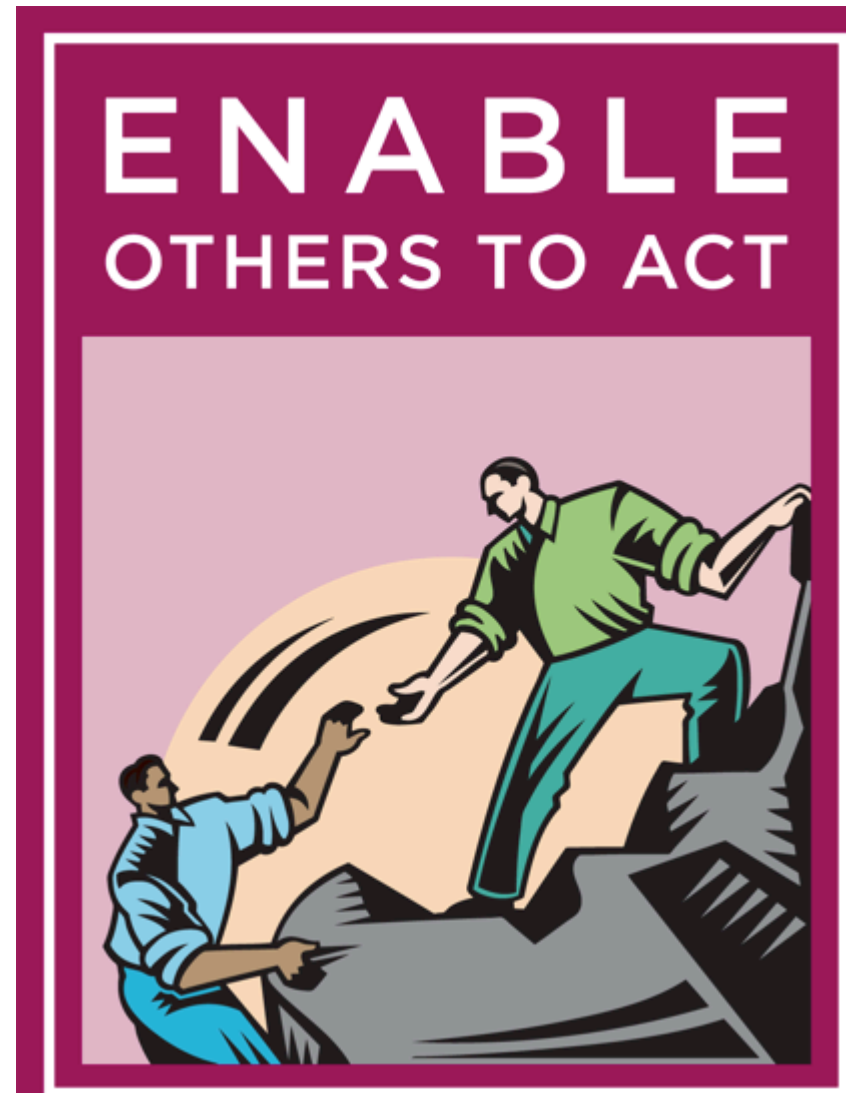
**Build robust relationships with
customers and co-workers**

**Strengthen yourself and others
through continuous learning
and self-determination**



4. Develop cooperative relationships among the people they work with

24. Give people a great deal of freedom and choice in deciding how to do their work





Create culture on purpose



**“Keep up the good work,
whatever it is, whoever you are.”**



ENCOURAGE THE HEART





The Importance of Encouragement

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

60%

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

98%





**Creatively show appreciation
for individual excellence**

**Develop and celebrate
a spirit of community**



**Most people respond well to praise and
recognition**

When they deserve it

and it is delivered in a delightful way



The Golden Rule

*“Do unto others
as you would have them do unto you”*

The Platinum Rule

*“Do unto others
as they would be done unto”*

ENCOURAGE THE HEART



20. Publicly recognize people who exemplify commitment to shared values

25. Tell stories of encouragement about the good work of others



Fill a lonely mailbox!





Who Do You See in the Mirror?



MODEL THE WAY





**Live your values
and find your true voice**

**Set the example by aligning
your actions with community
values**



Characteristics of Admired Leaders

Global research demonstrates that a leader's credibility is based on being seen as:

Honest

Competent

Inspiring

Forward-looking

Credibility plus vision equals leadership



**“Don’t bother
being a second rate
version of
someone else . . .**

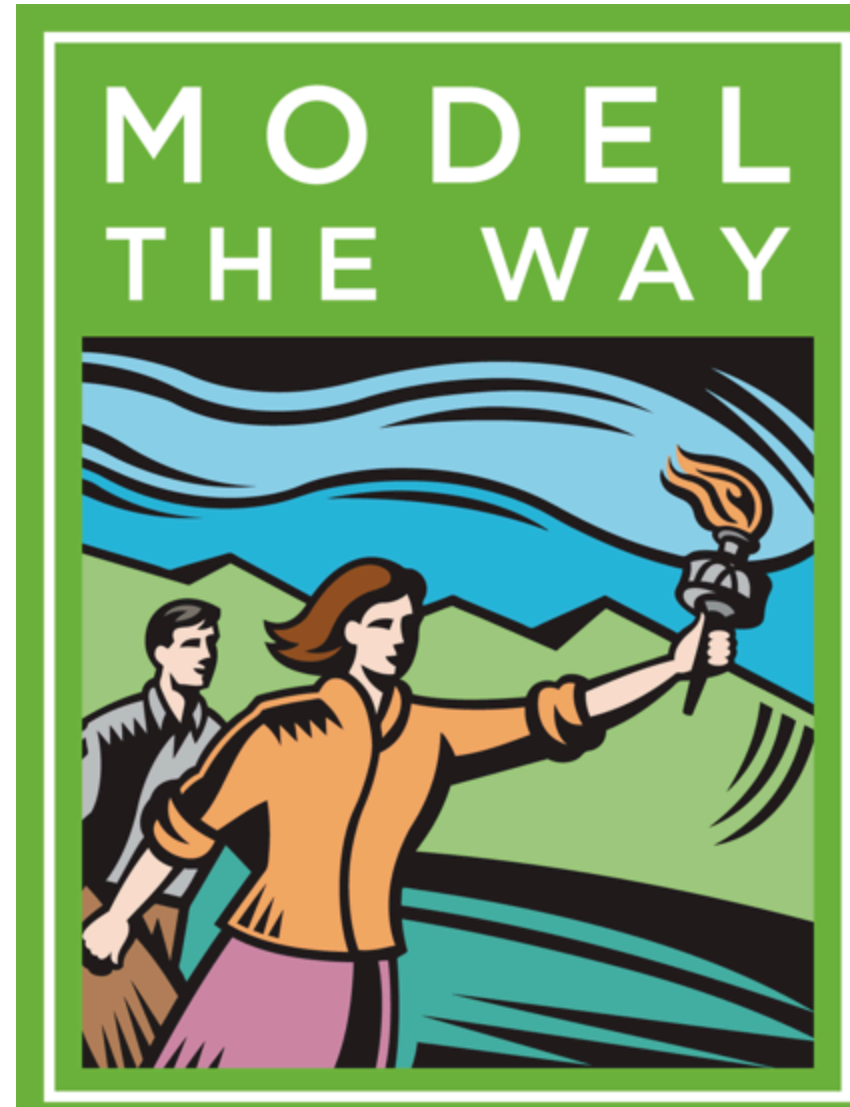
**. . . just be a first
rate version of
yourself.”**

--Judy Garland



1. Set a personal example of what they expect of others

26. Are clear about their philosophy of leadership





John's Philosophy of Leadership

- Everyone has a voice and needs to use it
- We must always look farther ahead
- Innovation is our driver
- Feedback is critical

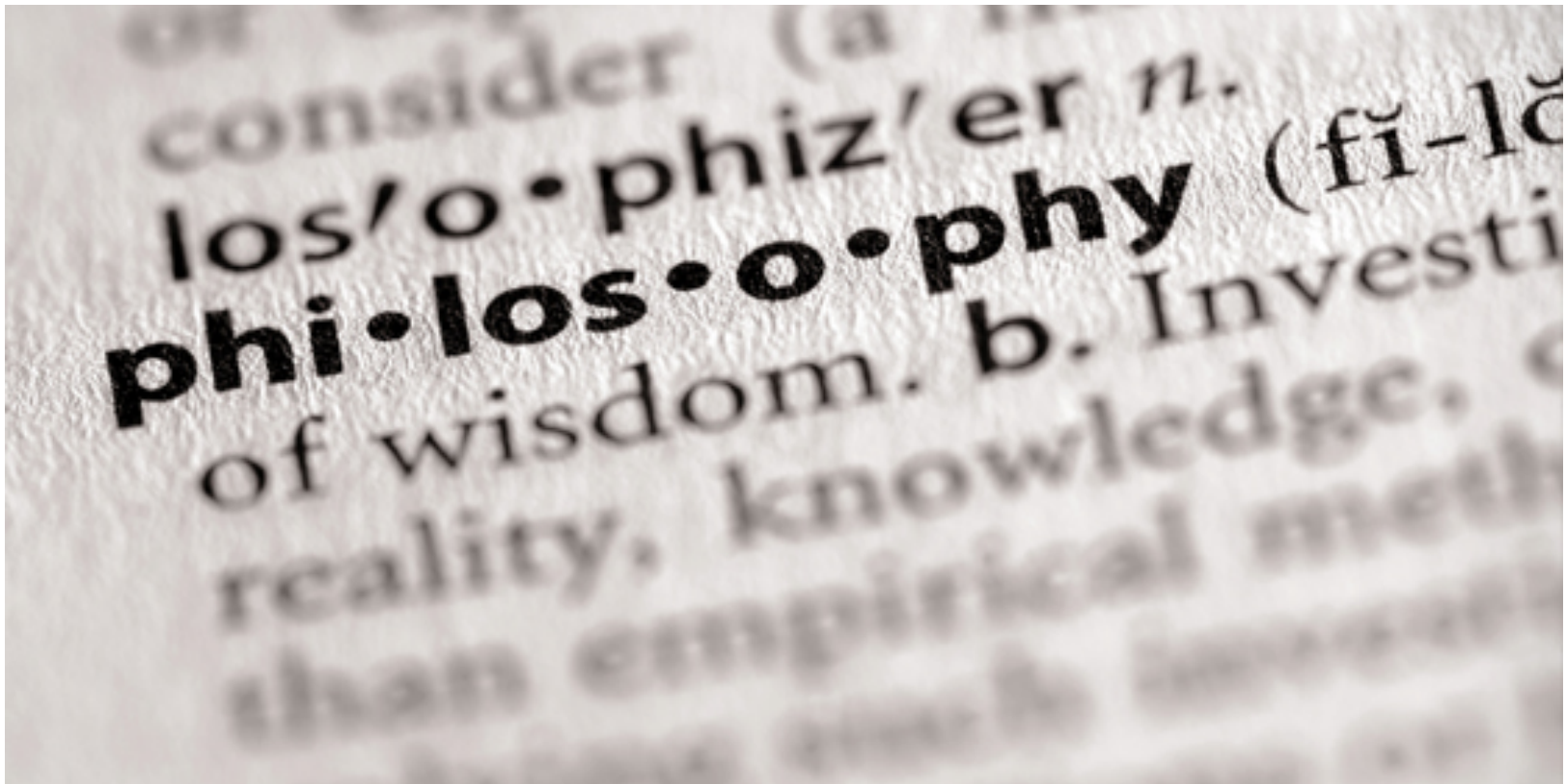
Everyone hears, everyone speaks.

Everyone innovates.

We are all responsible for creating the future.

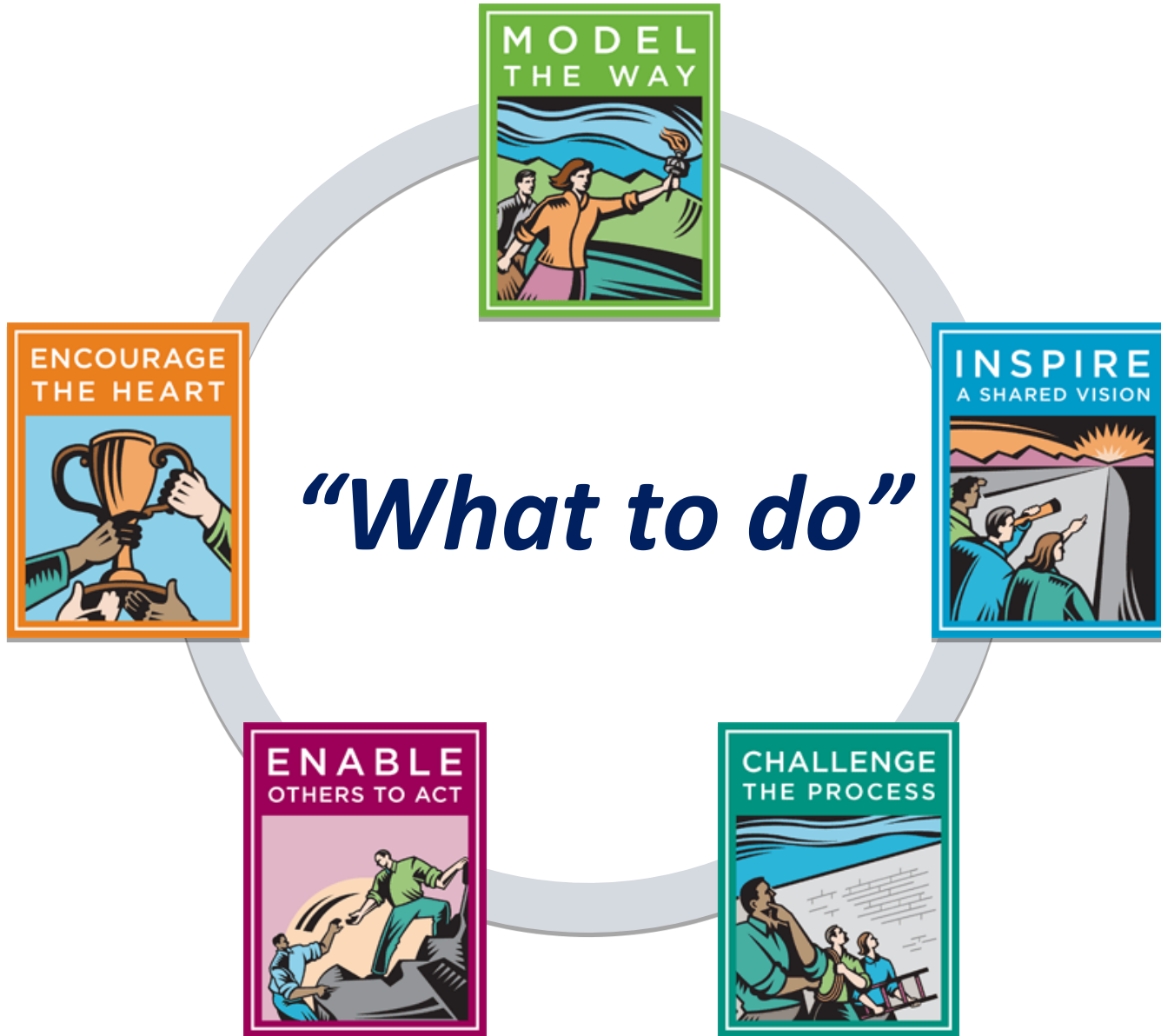


Define your *philosophy of leadership*





Five Practices of Exemplary Leadership





Furthering Leadership Development

- A process rather than an event
- Start early in people's careers
- Investigate various models and approaches
- Build development into work assignments
- Cohort models work well
- Set an example . . .



Not only is leadership
learnable...

It is measurable!





A Robust 360 Assessment



The Leadership Practices Inventory



Understanding the LPI

- Self or 360-degree assessment instrument
- 30 behavior–based statements grouped into five practices
- Measures *frequency of observed behavior*, not style or other qualitative criteria
- In 360 format, provides for confidentiality *and* the ability to differentiate among “relationship groups”
 - Manager, Direct report, Colleague or Other





Understanding the LPI

- Strong reliability and validity
- Correlated with measures of:
 - Leader credibility
 - Employee commitment and engagement
 - Teamwork and empowerment
 - Productivity
 - Performance and effectiveness
 - Reduced turnover and absenteeism

The more frequently people experience us engaging in these behaviors, the more effective they will find us to be





Reflect and discuss

- What are your reactions to how you scored yourself?
Surprises?
Validation?
- How would *others* see you?
- Where are the most relevant places for you to invest in self-development?



Your leadership opportunity

In pairs, discuss

- What is your relevant and timely challenge as a leader?
- What actions can you take to improve the situation, while your skills and self awareness?

Help your partner gain perspective!



The Sixth Practice: Resilience





Cultivate the habit of resilience

- To lead is to experience stress
- Resilience is the ability to maintain balance within complexity and chaos

Flexibility, sustainability, elasticity, suppleness

- Leaders who develop a practice of resilience do more, achieve more and enjoy more

To savor and to serve simultaneously is to thrive



Ways to cultivate resilience

- Maintain physical well-being
- Keep a fluid mindset
- Center and slow your mind
- Find sources of support





lea·der·ly

adverb

**To act intentionally by going first,
taking initiative
and setting an example for others**



Making Commitments

What **commitments** can you make to advance your ability to lead others?





“Well, I would have exhibited more leadership qualities if someone would have told me to.”





**Everything we will ever do
leading others is based on one
audacious assumption:**



We make a difference!



Recommit yourself to enhancing your leadership skills!

