

### **More Questions for Reflection**

**Kouzes, J.M., & Posner, B.Z. (2019). *Leadership in Higher Education: Practices That Make a Difference*. Oakland, CA: Berrett-Koehler Publishers, Inc.**

#### **Model The Way**

- What are your 3 most important values? What are the most important values of your work team/organization? Where is the common ground between your values and theirs?
- How do your values influence and guide your leadership actions? How do your daily actions & calendar reflect, or not reflect, your espoused values? How can you make explicit the link between your values and the decisions you make? What can you do to reduce any gaps between your espoused values and your actions (or those of your team)?
- What do you hope people will say about you when your term is completed? What do you need to be doing right now for this to be true in the future?

#### **Inspire a Shared Vision**

- How have your past experiences shaped the important themes in your life and what you bring to the workplace? Why do you care about the work you and your team are doing? What were you doing or discussing the last time you became animated about your work?
- How can you describe the difference you hope to make and why it would benefit others (students, faculty, staff, or alumni)?
- How can you find out from your team members how they explain to their friends & colleagues not just what they do but why what they do matters? What do they brag about to people outside your department or institution? What patterns do you hear in their responses, and can you use this as a mantra for inspiring your department?
- When recruiting someone to join your team, how can you illustrate what you do – and why you do it – that makes the work of your unit significant and meaningful?

#### **Challenge the Process**

- What are the experiments or pilot projects you are engaged in or sponsoring in your department or unit? Are these sufficient? How are you going to evaluate not just the outcome but the learning?
- What will it take for you to say yes more often than you are now? What can you do to make it easy for others to say yes and undertake something they have never done before?
- When things do not go as expected, what can you do to adopt a learning perspective on the outcome or process? How can you demonstrate your willingness to take ownership of your foibles and missteps?

### **Enable Others to Act**

- How can you provide people with an opportunity to grow, develop, and stretch in their jobs? Where can you empower people to take on more responsibility & accountability?
- What can you do to share more information and responsibility with people in your group? How can you keep them more informed and in the loop about what is going on outside the boundaries of your unit or function?
- Where can you make connections for your team with others in the larger institution – and in doing so provide new experiences? How can you connect people outside your group with people on your own team?
- How can you demonstrate your belief that people can learn, innovate, and make even more of a difference? Where can they exercise more latitude and discretion than they currently are?

### **Encourage the Heart**

- In recognizing both individual and group accomplishments, how can you more directly link the results achieved to shared values and purpose?
- In what creative ways can you get people together to celebrate the accomplishments of the unit, marking the progress that is being made?
- How can you best remind people that achievements are the result of the entire group's efforts and not just the work of a single individual? What creative strategies can you develop for ensuring that people feel they are "all for one and one for all"?