



**The Leadership Challenge
Third Edition**

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Author bio and credits: James Kouzes is chairman emeritus of the Tom Peters Company and an executive fellow at the Center for Innovation and Entrepreneurship at the Leavey School of Business, Santa Clara University, and professor of leadership. Barry Posner is dean of the Leavey School of Business, Santa Clara University, and professor of leadership. Kouzes and Posner are the coauthors of *Credibility*, *Encouraging the Heart*, and the *Leadership Challenge Planner*.

Author's Big Thought: The *Leadership Challenge* is about how leaders mobilize others to want to get extraordinary things done in organizations. It's about the five key practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about leadership that creates the climate in which people turn challenging opportunities into remarkable successes.

Noteworthy info regarding contents and chapter titles:

This book is a field guide to take on a leadership journey. The book is written based on five best practices. Each best practice has two commitments of leadership.

Part 1

What leaders do and what constituents expect

- Through their studies of personal-best leadership experiences, the authors discovered that ordinary people who guide others along pioneering journeys follow rather similar paths. Leadership is not about personality; it's about practice. The authors uncovered five practices common to personal-best leadership experiences. When getting extraordinary things done in organizations, leaders engage in these Five Practices of Exemplary Leadership:
 - Model the way
 - Inspire a Shared Vision
 - Challenge the Process
 - Enable others to Act
 - Encourage the Heart

- Credibility is the foundation of leadership – DWYSYWD – Do What You Say You Will Do. To be credible in actions, leaders must be clear about their beliefs; they must know what they stand for. That’s the “say” part. Then they must put what they say into practice: they must act on their beliefs and “do”.
- The authors began their research on what constituents expect of leaders more than two decades ago by surveying thousands of businesses and government executives. They asked the following open-ended question: “What values (personal traits or characteristics) do you look for and admire in your leader?” The results of these surveys have been striking in their regularity over the years. Consistently over time and across continents, only four have continually received over 50% of the votes. As the data clearly shows, for people to follow someone willingly, the majority of constituents must believe the leader is honest, forward-looking, competent and inspiring. Whether we believe our leaders are true to these values is another matter, but what we would like from them has remained constant.
- The Five Practices of Exemplary Leadership and the characteristics of admired leaders are complementary perspectives on the same subject. When they are performing at their peak, leaders are doing more than just getting results. They’re also responding to the expectations of their constituents, underscoring the point that leadership is a relationship and that the relationship is one of service to a purpose and service to people.

Part 2

Model the way (Practice 1)

1. Find your voice by clarifying your personal values.

- Finding your own voice is absolutely critical to becoming an authentic leader. If the words you speak are not *your* words but someone else’s, you will not, in the long term, be able to be congruent - and therefore credible.
- Voice in this context is both a noun and a verb. It encompasses words and speech. There’s the message we want to deliver, and then there’s the expression of that message. It’s about *having* a voice and about *giving* voice.
- To find your voice you must engage in two essentials:
- *Clarify your values*
 - Before you can clearly communicate your message, you must be clear about the message you want to deliver. And before you can do what you say, you must be sure you *mean* what you say.
 - In reviewing a list of most admired leaders (like Abraham Lincoln and Martin Luther King), one quality stands out above all else. The list is populated with people with strong beliefs about matters of principle. They all have, or had, unwavering commitment to a clear set of values.
 - The Kouzes-Posner First Law of Leadership is: If you don’t believe in the messenger, you won’t believe the message. The corollary to that is: You can’t believe in the messenger if you don’t know what the messenger believes.
 - People expect their leaders to speak out in matters of values and conscience. To speak effectively it is essential to find your own true voice. To earn and sustain personal credibility, you must be able to clearly articulate your deeply held beliefs.

- We all know deep down that people can only speak the truth when speaking in their own true voice.
 - Values are guides. They supply us with a moral compass by which to navigate the course of our daily lives. The clearer we are, the easier it is to stay on the path. Values influence every aspect of our lives: our moral judgments, our responses to others, our commitments to personal and organizational goals. Values set the parameters for the hundreds of decisions we make every day. Values also serve as guides to action. They inform our decisions as to what to do and what not to do. Values are empowering. We are much more in control of our lives when we're clear about our personal values. We can also recognize a conflict between our own values and the values of the organization or society, and we can exercise choice about how to respond. Values also motivate. They keep us focused on why we're doing what we're doing and the ends toward which we are striving.
 - The results of Kouzes-Posner research indicate that values make a *significant* difference in behavior at work. The people who have the greatest clarity about both personal and organizational values have the highest degree of commitment to the organization. Individuals who are unclear about their own and the organization's values have only modest commitment and are apt to be particularly alienated from their work. The lowest level of commitment is high clarity about organizational values but low clarity about personal values. The second highest levels of commitment are found to be those people who have high clarity about personal values but low values about organizational values. What's significant and important here is that people who know what they believe in but have never heard the corporate credo are *more likely* to stick around than those people who've heard the organizational litany but have never listened to their inner voice. In other words, personal values are the route to loyalty and commitment.
 - Shared values obviously matter a great deal. People want to be part of something larger than them. People cannot fully commit to an organization or a movement that does not fit with their own beliefs. Leaders *must* pay as much attention to personal values as they do to organizational values if they want dedicated constituents.
 - To find your voice, you have to explore your inner territory. You must know what you care about. Why? Because you can only be authentic when leading others according to the principles that matter most to you. The answer to the journey of values will come only when you're willing to take a journey through your inner territory.
 - The internal exploration of our own inner territory to find our voice is often facilitated by listening carefully to the leaders we most respect. We chose them for a reason, so thinking more consciously about them can be extremely insightful. Clarity of values will enable you to feel more confident in your voice.
- *Express your self*
- You must authentically communicate your beliefs in ways that uniquely represent who you are.
 - Once you have a voice – the words you want to say – you must also give voice to those words. You must be able to express your voice so that everyone knows that you are the

- one who's speaking. Leadership is a means of personal expression. To become a credible leader you have to learn to express yourself in ways that are uniquely your own.
- One route to a true inner voice is in being more conscious of the words you choose and the words you use. Words send signals, and, if you listen intently, you may just hear the hidden assumptions about how someone views the world. As a leader, you are free to choose what you want to express and the way you want to express it.
 - There are three stages of self expression:
 - Looking out - When first learning to lead, we read biographies and autobiographies about famous leaders. We observe master models and ask the advice of mentors. We want to learn everything we can from others, and we often try to copy their style. We do all this to learn the fundamentals, and to acquire the tools and the techniques that others have learned from their experiences. It's useful to read, observe, and imitate the practices of leaders you admire. You'll discover what fits you and what does not.
 - Looking in - Somewhere along the way, you'll notice that your speech sounds mechanically rote, that your meetings are a boring routine, and that your interactions feel terribly sad and empty. You may even feel like a phony. In these moments you begin to stare into the darkness of your inner territory, and to wonder what lies ahead. You say to yourself, "I'm not someone else, I'm a unique being. Who exactly am I? What is my voice?" For aspiring leaders, this awakening initiates a period of intense exploration, a period of testing, a period of invention. Moving on - Then, after exhausting experimentation and often painful suffering, there emerges from all those abstract strokes on the canvas an expression of self that is truly your own.
 - Move on - Then, if you're fortunate to experience an integrative turning point in your development- a point where you're able to merge the lessons from your outer and inner journeys – you move on to becoming an authentic leader.
 - Having a clear and authentic message is a necessary first step, yet the ability to consistently deliver the message and act on it requires a high level of skill. Leaders must be aware of the degree to which they actually have the capabilities to do what they say. And if they lack the competence they must dedicate themselves to continuously learning and improving. Your value as a leader is determined not only by your guiding beliefs but also on your ability to act on them. To strengthen credibility you must continuously assess your existing abilities and learn new ones.

2. Set the example by aligning actions with shared values.

- It's not enough for leaders to simply deliver a rousing message or talk about lofty ideals or promising futures. Compelling words may be essential to lifting people's spirits, but leaders know that constituents expect leaders to show up, to pay attention, and to participate directly in the process of getting extraordinary things done. Leaders take every opportunity to show others by their own example that they are deeply committed to the values and aspirations they espouse. Leading by example is how leaders make visions and values tangible. It's how they provide the evidence that they're personally committed.
- The *essentials* necessary to Set the Example are:

➤ *Build and affirm shared values*

- Shared values are the foundations for building productive and genuine working relationships. Recognition of shared values provides people with a common language. Commitment, enthusiasm, and drive are intensified: people have reasons for caring about their work. Shared values are the internal compasses that enable people to act both independently and interdependently.
- Organizations also benefit from shared values. Employees are more loyal when they believe that their values and those of the organization are aligned. They are more creative because they are immersed in what they are doing. The quality and accuracy of communication and the integrity of the decision-making process increase when people feel part of the same team. What leaders say and do must be consistent with the aspirations of their constituents. They must be able to build and affirm a community of shared values. In the Kouzes-Posner research they found that clearly when there's congruence between individual values and organizational values, there's significant payoff for leaders and their organizations. When leaders seek consensus around shared values, constituents are more positive.
- Research confirms that firms with a strong corporate culture based on a foundation of shared values outperform other firms by a huge margin. Successful companies may have very different values and that a specific set of values that serves one company may hurt another. Leaders must engage their constituents in a dialogue about values. A common understanding of values comes through that dialogue; it emerges from a process, not a pronouncement. Leaders are encouraged to invite everybody – or if that's not feasible, a representative group of constituents – to discuss the organization's values and see what critical themes emerge. Shared values are the result of listening, appreciating, building consensus, and practicing conflict resolution. For people to understand the values and come to agree with them, they must participate in the process: *unity is forged not forced*. Leaders must also be prepared to discuss values and expectations in the recruitment, selection, and orientation of new members.

➤ *Align actions with shared values*

- Leadership is a performing art. Leaders enact the meaning of the organization in every decision they make and in every step they take toward the future they envision. Leaders understand that they bring shared values to life in a variety of settings – in daily group meetings, one-on-one conferences, telephone calls, tours of facilities, and visits to clients, customers, suppliers, or community members.
- There are five essential aspects to their behavior and actions that leaders need to be conscious about in their efforts to align shared values through the example of the actions they take. Modeling the way via these tools may appear rather basic and obvious, but it's all in the attention, the doing: it's their application that challenges aspiring leaders, and their lack of execution that fosters cynicism in constituents.
- Calendars – how you spend your time is the clearest indicator, especially to other people, about what's important to you. Visibly spending time on what's important shows that you're putting your time and money where your mouth is. What you do truly speaks more loudly about what you believe than what you say ever can.

- Critical incidents- these present opportunities for leaders to teach important lessons about appropriate norms of behavior. Although they can't be explicitly planned, it's useful to keep in mind that the way you handle these incidents – how you link actions and decisions to shared values – says volumes about what's important.
- Stories, analogies, and metaphors – While the leader's message is important, and how it is framed is critical, the process by which it is communicated is just as significant. Stories serve as a kind of mental map that helps people know, first, what is important (purpose and values) and, second, how things are done in a particular group or organization. Research has shown that information is more quickly and accurately remembered when it is first presented in the form of an example or story.
- Language: Choose words and questions deliberately. Leaders understand and are attentive to language. They know the power of words. The words we choose to use are metaphors for concepts that define attitudes and behaviors, structures and systems. Questions too are quite powerful in focusing attention. The questions that a leader asks send messages about the focus of the organization, and they are indicators of what's of most concern to the leader. Questions provide feedback about which values should be attended to and how much energy should be devoted to them. Questions frame the issue and set the agenda.
- Measurements: recognize that what gets measured gets done. Research indicates clearly that measurement and feedback are essential to increase efforts to improve performance. Score-keeping systems are essential to knowing how you're doing. Leaders can easily influence outcome by providing the tools for measuring progress. Leaders can add performance measurements that evaluate how well people are doing on quality, customer service, innovation, respect for others, contribution to profitability, fun, or whatever else is of critical value to the organization. Rewards are another tangible means of reinforcing values. The most important role of rewards in modeling is to reinforce the key values important to sustaining an adaptive culture. All support systems – incentive, recruitment, training, information, and the like – must be aligned with this purpose.

Part 3

Inspire a shared Vision (Practice 2)

3. Envision the future by imagining exciting and ennobling possibilities.

- No matter what term is used – whether *purpose, mission, legacy, dream, goal, calling, or personal agenda* – the intent is the same: leaders want to do something significant, to accomplish something no one else has yet achieved. No one can impose a self motivating vision on you. That's why you must first clarify your own vision of the future before you can expect to enlist others in a shared vision. To create a climate of meaningfulness, first you must personally believe in something yourself. Before you can inspire others, you have to be inspired yourself.
- One of the most important practices of leadership is giving life and work a sense of meaning and purpose by offering an exciting vision.
- When people first take on their roles as leaders – whether they are appointed or whether they volunteer- they often don't have a clear vision of the future for their teams and organizations.

At the beginning what leaders have is a theme. They have concerns, desires, questions, propositions, arguments, hopes, dreams and aspirations – core concepts around which they organize their aspirations and actions. Leaders begin the process of Envisioning the future by discovering their own themes.

- Finding your vision, like finding your voice, is a process of self-exploration and self-creation. It's an intuitive, emotional process.
 - Explore your past. Some rather surprising and intriguing research reported by Omar A. El Sawy of USC extends our understanding of the relevance of our past experience to envisioning future. "We make sense of our world retrospectively, and all understanding originates in reflection and looking backward....We construct the future by some kind of extrapolation, in which the past is prologue, and the approach to the future is backward-looking." So to be able to envision the possibilities in the distant future, to enhance your ability to be forward-looking, look first into the past. In addition to identifying lifelong themes, there's another benefit to looking back before you look ahead: we can gain a greater appreciation for how long it can take to fulfill aspirations. There are also many many avenues for us to pursue, and there may actually be no end in sight.
 - Pay attention to your experiences. Visions don't materialize magically in a sudden flash of light. They come in part, from paying attention to what is right in front of us. The core skill then for understanding the future is the willingness to see it, and see it in perspective. To be able to have a vision of the future, you have to be able to see the big story: to see trends and patterns and not just one-off or one-time occurrences.
 - Immerse yourself. Direct experience with the organization, the industry or the profession is critical. It's the knowledge gained from the direct experience and active searching that, once stored in the subconscious, becomes the basis for leaders' intuition, insight and vision. Another significant aspect of immersing in something is that we get inspired to do even more. Envisioning the future is a process that begins with passion, feeling, concern, or an inspiration that something is worth doing. Your vision of the future may be fuzzy, but at least you're focused on a meaningful theme. You believe there's a better tomorrow, you act on your gut instincts and the vision gets a little clearer. You do something else that moves you, the vision gets a little clearer still. You pay attention to it, experience it, immerse yourself in it. It's an iterative process, one that eventually results in something that you can actually articulate.
 - Imagine the possibilities. Leaders are possibility thinkers, not probability thinkers. Turning possibility thinking into an inspiring vision, and an inspiring vision that is shared, is the leaders' challenge. In the context of leadership as a relationship, vision is about the common good, and not just about what the leader wants. *Vision*, as the term is used in this book, *means an ideal and unique image of the future for the common good*. It implies a choice of values that bring meaning and purpose to our lives.
 - Find meaning in the ideal. All the personal best cases collected were about possibilities. They were about improving on the existing situation or creating an entirely new state of existence.
 - Take pride in being unique – Visions communicate what makes us singular and unequalled; they set us apart from everyone else. Uniqueness fosters pride. Uniqueness

- also enables smaller units within large organizations, or neighborhoods within large cities, to have their own vision while still being encompassed by a collective vision.
- Make images of the future. Human memory is stored in images and sensory impressions, not in numbers. To envision the future, we as leaders, must be able to draw upon that very natural mental process of creating images.
 - Look to the future – leaders need to be proactive in thinking about the future, and this imperative increases with the leader’s scope and level of responsibility. Visions are statements of destination, of the ends of our labor; they are therefore future-oriented and are made real over different spans of time.

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

- Develop a shared sense of destiny – in the personal-best cases collected, people frequently talked about the need to get buy-in on the vision, to enlist others in the dream. People talked about how they had to communicate the purpose and build support for the direction, the members of the organization must understand, accept, and commit to the vision. You have to teach others your vision. Teaching a vision – and confirming that the vision is shared is a process of engaging constituents in conversations about their lives, about their hopes, and dreams. Leadership is a dialogue, not a monologue. It’s about enrolling others so that they can see how their own interests and aspirations are aligned with the vision and thereby become mobilized to commit their individual energies to its realization. A vision is inclusive of constituents aspirations; it’s an ideal and unique image of the future for the common good.
- In Kouzes and Posner’s work they share the very powerful “I have a dream” speech by Martin Luther King. After going through the process of hearing and then commenting on King’s speech, participants in their leadership development programs recognize the ease with which they are able to identify what makes the speech so uplifting. What matters isn’t the eloquence of the speech but the appeal of the message to the audience. For that appeal to exist, leaders have to understand others’ dreams, and they have to find common ground on which to build a shared dream. Leaders must practice these three *essentials* to enlist others:
- *Listen deeply to others*
 - The first task in enlisting other is to identify our constituents and find out what their common aspirations are. It is important for leaders to strengthen the ability to sense the purpose in others. By knowing their constituents, by listening to them, and by taking their advice, leaders are able to give voice to constituents’ feelings. Understanding that leadership is a reciprocal relationship puts listening in its proper perspective.
 - *Discover and appeal to a common purpose*
 - Do you ask people why they stay? The most important reason people give is that they like the work they are doing, that they find it challenging, meaningful and purposeful. There’s rich opportunity for leaders to appeal to more than just material rewards. Great leaders, like great companies and countries, create meaning and not just money. There is a deep human yearning to make a difference.
 - Leaders speak to people’s hearts, and listen to their heartbeats because, in the final analysis, common caring is the way in which shared vision gets enacted. Visions are not strategic plans.

- Leadership that focuses on a committing style is what leadership scholars have called *transformational leadership*. Transformational leadership occurs when, in their interactions, people “raise one another to higher levels of motivation and morality. Their purposes, which might have started out as separate but related, as in the case of transactional leadership, become fused.”
 - So the first essential for enlisting others is to find and focus on the very best that the culture – group, unit, project, program, agency, etc – shares in common and what that means to its members. This communion of purpose helps to bind us together.
- *Give life to a vision by communicating expressively, so that people can see themselves in it.*
- Clearly vision is key – and to enlist others, leaders need to bring that vision to life. Leaders animate the vision and make manifest the purpose so that others can see it, hear it, touch it, feel it. In making the intangible vision tangible, leaders ignite constituents’ flames of passion. By using powerful language, positive communication style, and nonverbal expressiveness, leaders breathe life (the literal definition of the word *inspire*) into a vision.

Part 4

Challenge the Process (Practice 3)

5. Search for Opportunities by seeking innovative ways to change, grow, and improve.

- Leadership experiences are voyages of discovery and adventures of a lifetime. They’re challenging explorations under rigorous conditions, and they require pioneering spirits.
- The authors found that the best personal-best leadership cases were about radical departures from the past, about doing things that had never been done before, about going to places not yet discovered. What’s significant about the emphasis in their leadership cases is that they didn’t ask people to tell them about change; they asked them to tell them about *personal-best leadership experiences*. Their respondents elected to tell about times of change, underscoring the fact that leadership demands changing the business-as-usual environment.
- When people think about their personal bests they automatically think about some kind of challenge. Personal and business hardships have a way of making us come face to face with who we really are and what we’re capable of becoming. Thus the study of leadership is the study of how men and women guide us through adversity, hardship, disruption, transformation, transition, recovery, new beginnings, and other significant challenges. It’s also the study of how men and women, in times of constancy and complacency, actively seek to disturb the status quo and awaken to new possibilities. They search *for opportunities* to change, grow, innovate, and improve.
- Leaders take charge of change. They instill a sense of adventure in others, look for ways to radically alter the status quo, and they continuously scan the outside environment for new and fresh ideas. Leaders always search for opportunities for ways to do what has never been done before.
- To search for Opportunities to get extraordinary things done, leaders make use of four essentials:
- *Seize the initiative*

- In their research Kouzes and Posner asked people, “What five or six words would you use to best describe the character – the feel, the spirit, the nature, the quality – of your personal-best experience?” The words most frequently used have been *challenging, rewarding, and exciting*. Words signifying conviction – *dedication, intensity, commitment, determination, persistence* – and passion – *inspiring, uplifting, motivating, energizing* – also appeared regularly.
- Leadership bests are filled with stress. Instead of being debilitated by the stress of a difficult experience, they are challenged and energized by it. Stress always accompanies the pursuit of excellence.
- Make something happen – Leaders are proactive. Leadership is needed more in times of uncertainty than times of stability. Action and flexibility are required to bring people through these times, and they seize the imperative to act. It seems everyone performs better when they take charge of change. One reason is that proactive people tend to work harder to do what they do. They persist in achieving their goals.
- Encourage initiative in others – The most important way leaders create this can-do attitude is by providing opportunities for people to gain mastery on a task one step at a time. Training is crucial to building self-efficacy and to encouraging initiative. The best leaders know that the investment in training will pay off in the long run. You have to upgrade capabilities continuously. Training is one form of preparation; another effective way is mental stimulation. Playing a scenario through in your mind until you can picture it frame by frame is a terrific way to encourage and support initiative.
- Leaders search for opportunities for people to exceed their previous levels of performance. They regularly set the bar higher. And the best leaders understand the importance of setting the bar at a level at which people feel they can succeed. Exemplary leaders also provide positive role models of peers who are successful at meeting the new challenges.
- Lead through assigned work – Leader must be agents of change. Among the personal best stories half the cases of change were not self-initiated. This should be an encouragement to everyone in the organization that responsibility for innovation and improvement in everyone’s business. The reality is that much of what people do is assigned; few of us get to start everything from scratch. It’s not so important whether you find the challenges or they find you. What is important are the choices you make. Seizing the initiative has absolutely nothing to do with position. It’s about attitude and action. Innovation and excellence are the result of people at all levels making things happen “by lunch”.

➤ *Make challenge meaningful*

- Leadership and challenge are inextricably linked. Leadership and principles are inextricably linked. The leaders people admire are ones who have *the courage of their convictions*.
- Challenge with purpose – leadership is not about challenge for challenge’s sake. It’s about challenge with meaning and passion. It’s about living life on purpose.
- Meaning comes from the inside – if people are going to do their best, they must be *internally* motivated. Absolute dedication to extrinsic motivators severely limits an

organization's ability to excel and to use the full potential of its employees. Without employing people's hearts, organizations lose precious return on their investment in people.

➤ *Innovate and create*

- When we're faced with new challenges – whether personal, organizational, economic or technological – we live with a high degree of ambiguity. Change and the accompanying uncertainty throws off our equilibrium. Yet it's these fluctuations, disturbances, and imbalances in organizations that are the primary sources of creativity.
- Balance the paradox of routines – On the basis of personal-best cases, the opportunity to change the business-as-usual environment is fertile soil for leadership. The challenge of creating a new way of life is intrinsically motivating to leaders and constituents alike. Routines, on the other hand, can be the enemies of change. Leaders must destroy routines because routines get us into ruts, dull our senses, stifle our creativity, constrict our thinking, remove us from stimulation, and destroy our ability to compete. Yet there's a paradox: some routines are essential to a definable, consistent, measurable, and efficient operation. There are no economies in *always* changing; constant changes in direction and in the ways things are done are confusing and costly to everyone.
- Progress with discipline – The issue isn't whether to have routines but which routines to have. Those few essential routines that serve the key values of the organization should be worshiped. Those that don't should be routed out. Dynamic change can increase stress on the system. We must balance it with extreme discipline; both are essential if we want to experiment and take risks.

➤ *Look outward for fresh ideas.*

- Today's innovation can come from just about anywhere. Innovation requires more listening and communication than does routine work. Leaders guiding a change must therefore establish more relationships, connect with more sources of information, and get out and walk around more frequently. They stay in touch with trends in the marketplace, with the ideas and advice of people from a variety of backgrounds and disciplines, and with social, political, technological, and artistic changes.
- External and internal communication – Leaders can expect demand for change to come from both inside and outside the organization. But organizational leaders are likely to cut themselves off from critical information sources over time, precisely because they're so busy trying to build an organization that'll be operationally efficient and sustain itself. Unless external communication is actively encouraged, people interact with outsiders less and less frequently and new ideas are cut off. If leaders are going to detect demands for change, they must use their oversight. Leaders must keep communication pathways open and vital.
- Let ideas flow from the outside – When we take our eyes off the external realities, turning inward to admire the beauty of our own organization, we may be swept away by the swirling waters of change. So too with innovation: we must always scan the external realities. Keep your eyes and ears open for new ideas. Remain receptive and expose yourself to broader views. Whether you're an entrepreneur, an intrapreneur, a

manager, a community activist, a volunteer, or an individual contributor, the leadership attitude is what makes the difference. That attitude is characterized by a posture of challenging the process – of wanting to change the business-as-usual environment.

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

- To break out of norms that box us in and restrict our thinking, to improve the way things are, we must be willing to take risks.
- Today's work climate for success demands a willingness to take risks and experiment with innovative ideas,
- Leaders raise the bar gradually and offer coaching and training to build skills that help people get over each new level.
- Leaders use the following *essentials* to Experiment and Take risks, to turn challenge, uncertainty, turmoil, change, and wonder into positive results:
- *Initiate incremental steps and small wins*
 - The most effective change processes are incremental; they break down big problems into small doable steps and get a person to say yes numerous times, not just once. Successful leaders help others to see how progress can be made by breaking the journey down into measurable goals and milestones.
 - The small wins process enables leaders to build constituents' commitment to a course of action. Small wins form the basis for a consistent pattern of winning that attracts people who want to be allied with a successful venture. Small wins build people's confidence and reinforce their natural desire to feel successful. Small wins also deter opposition for a simple reason: it's hard to argue against success. This simple strategy of winning step by step succeeds while many massive overhauls and gigantic projects fail. This is because it builds personal and group commitment.
 - Acting with a sense of urgency is another strategy leaders use to mobilize for fast action. Waiting for permission is *not* characteristic of people who get extraordinary things done, whether leaders or individual contributors.
- *Learn from mistakes*
 - People in the authors' study told them how important mistakes and failures were to their success. They don't advocate that failure ought to be the *objective* of any endeavor. Instead they advocate learning. Learning doesn't take place in the absence of mistakes.
 - Leaders are simply great learners. They have to begin with, a great sense of humility about their own skills and abilities, and many leaders, despite what may objectively be "extraordinary" achievements are loath to attribute them to some extraordinary competency on their part.
 - Promoting learning requires building in a tolerance for error and a framework for forgiveness.
 - The authors discovered ways in which learning and leadership are directly related. In a series of empirical studies they found managers could be differentiated by the range and depth of learning tactics they employ when facing a new or unfamiliar experience. For example, they may learn by "taking action" (preferring to learn by trial and error), by

“thinking” (reading books or articles or going online to gain knowledge and background), by “feeling” (confronting themselves on what they are worrying about), and by “assessing others” (bouncing hopes and fears off someone they trust). Managers who were more rather than less engaged in each of these learning tactics were also more engaged in the Five Practices of Exemplary Leadership.

➤ *Promote psychological hardiness.*

- The authors found that leaders are psychologically hardy. They believe that whatever is going on (successful or unsuccessful), there is value in being involved in it and learning from the experience.
- Researchers continue to find that psychological hardiness is a more important source of resistance to stress than are personal constitution, health practices, or social support.
- People with a hardy attitude take change, risk, turmoil, and the strains of life in stride. They react predictably.
- Leaders can help their constituents cope more effectively by creating a climate that develops hardiness: they can
 - Build a sense of control by choosing tasks that are challenging but within the person’s skill level.
 - Build commitment by offering more rewards than punishments
 - Build an attitude of challenge by encouraging people to see change as full of possibilities.
- This situation has two important implications for leaders. First, people can’t lead if they aren’t psychologically hardy. No one will follow someone who avoids stressful events and won’t take decisive action. Second, even if leaders are personally very hardy, they can’t enlist and retain others if they don’t create an atmosphere that promotes psychological hardiness.

Part 5

Enable others to act (Practice 4)

7. Foster collaboration by promoting cooperative goals and building trust.

- Leadership is not a solo act, it’s a team effort. In the personal best cases studied people spoke passionately about team-work and cooperation as the interpersonal route to success, particularly when the conditions were extremely challenging and urgent. Turbulence in the marketplace, it turns out, requires more collaboration, not less. Collaboration is a social imperative. Without it we can’t get extraordinary things done in organizations.
- Collaboration is *the* critical competency for achieving and sustaining high performance. In a world that’s trying to do more with less, competitive strategies naturally lose to strategies that promote collaboration.
- World class performances aren’t possible unless there’s a strong sense of shared responsibility. Leadership is *more* essential when collaboration is required. To foster collaboration, leaders are essential who can skillfully:
- *Create a climate of trust*

- At the heart of collaboration is trust. It's *the* central issue in human relationships within and outside organizations. Without trust you cannot get extraordinary things done. As a leader you have to make a conscious effort to create and sustain trust.
- Several major research studies support the trust-building actions taken by exemplary leaders. In one study, trust was "the number one differentiator" between the top 20 percent of companies surveyed and the bottom 20 percent. The top performers' trust empowered individuals to turn strategic aims into reality. Thus the most effective leadership situations are those in which each member of the team trusts the others. People don't want to stay long in organizations devoid of trust. Trust is the most significant predictor of individuals' satisfaction with their organizations.
- Knowing that trust is key, exemplary leaders make sure that they consider alternative viewpoints, and they make use of other people's expertise and abilities. By demonstrating an openness to influence, leaders contribute to building trust that enables their constituents to be more open to their influence. Trust begets trust.
- Make yourself vulnerable – trust is built when we make ourselves vulnerable to others whose subsequent behavior we can't control. If leaders want the higher levels of performance that come with trust and collaboration, they must demonstrate their trust *in* others before asking for trust *from* others. Leaders go first, as the word implies. That includes going first in the area of trust. Trust is built as people get to know each other and their leaders.
- Listen – Sensitivity to people's needs is a key ingredient in building trust. The simple act of listening to what other people have to say and appreciating their unique points of view demonstrates your respect for others and their ideas. People listen attentively to those who listen to them.
- *Facilitate positive interdependence*
 - Successful leaders and team members subordinate their own goals to the service of the greater good. One of the most significant ingredients to cooperation and collaboration is a sense of interdependence, a condition where everyone knows that they cannot succeed unless everyone else succeeds, or at least that they cannot succeed unless they coordinate their efforts. To get extraordinary things done, we have to rely on each other.
 - The essence of the second condition for cooperation and collaboration is that leaders have to take an active role in creating a positive context and structure for cooperation and collaboration. Among the most important actions a leader can undertake to create conditions in which people know that they can count on each other are to develop cooperative goals and roles, support norms of reciprocity, and reward joint effort.
 - For a team of people to have a positive experience together, they must have shared goals that provide a specific reason for being together. A focus on a collective purpose binds people into cooperative efforts. Shared values and visions serve this function for the long term, and group goals provide this same focus for the shorter term. Similarly, tasks must be structured so that each person's job makes a contribution to the end result. For cooperation to succeed, tasks must be designed so that every person contributes something unique and independent to the final outcome.

- In any effective long term relationship, there must be a sense of mutuality. To develop cooperative relationships, leaders must quickly establish norms of reciprocity within teams and among partners. Reciprocity turns out to be the most successful approach for daily decisions, because it demonstrates both a willingness to be cooperative and an unwillingness to be taken advantage of. Reciprocity leads to predictability and stability in relationships, which can keep relationships and negotiations from breaking down. Whether the rewards of cooperation are monetary or not, when people understand that they have something to gain by cooperating they're inclined to recognize the legitimacy of other's interests in an effort to promote their own welfare. The leader's job is to make sure that all parties understand each other's interests and how each gain from collaboration.
- People are more likely to cooperate whether in the classroom or the corporation, if their joint efforts are rewarded. Leaders who align constituents with a common vision of the future are much more likely to gain their cooperation than those who focus on short term victories. Emphasizing the long-term is also effective in helping people deal with short-term setbacks. Leaders reframe any such incidents as learning experiences that will help the team meet more difficult challenges in the future. By emphasizing the ultimate goal, leaders strengthen team members' resolve.
- *Support face-to-face interactions*
 - Group goals, reciprocity, and rewarding joint efforts are all essential for collaboration to occur, but what has the most powerful influence on whether those goals get achieved? Positive face-to-face interaction.
 - Sustain ongoing interaction – people who expect durable and frequent face-to-face interactions in the future are more likely to cooperate in the present. Frequent interactions between people promote positive feelings on the part of each for the other. Knowing that sustaining durable face-to-face interactions is likely to make you more effective, you have to make it one of your leadership imperatives. In the end durable relationships are more likely to produce collaboration than short-term ones. Although sometimes it is not so, every significant relationship should be treated as if it'll last a lifetime, and as if it will be important to all parties mutual success in the future. Begin with the assumption that in the future you'll be interacting with this person in some way, and both you and the whole society will all be better served.
 - Link to the human network – human networks make things happen, and the leaders who get extraordinary things done are right there in the middle of them. Networking has value, value that goes far beyond anything monetary. It has to do with what really counts in our daily lives. Socially and professionally, we need people.
 - Connect others to sources of power – Making something happen is not only a function of what we know. It's also a function of who we are and who we know. The new currency of the Internet Age isn't simply intellectual capital it's social capital – the collective value of the people we know and what we'll do for each other. Leaders must make it a personal agenda to get connected to the sources of information, resources, and influence they need to get extraordinary things done. They must also make sure that they connect their associates to each other and to those on the outside who are central to key networks. A few people are very well connected and very close to the

- center of the network. This is where you want to be as a leader – fewer than three steps away from the people who influence change in your world. The second lesson is that the most well-connected individuals are those who have played the greatest variety of roles in their lives. They know people from a wide range of places and have made connections in more and different domains. There's real long-term payoff in mining deep and wide when it comes to social connections. Somehow we have to figure out how to combine and balance the benefits of technology with the social imperative of human contact.
- Share information and resources. People realize that they can achieve cooperative goals when day-to-day organizational norms of reciprocity encourage them to share information, listen to each other's ideas, exchange resources, and respond to each other's requests through positive interdependence. By consulting with others and getting them to share information, leaders make certain that people feel involved in making decisions that affect them. Knowing how other people feel about issues enables the leader to incorporate aspects of all the relevant viewpoints into a project and demonstrate to others how their ideas have been heard and included.
 - Develop social awareness and social skills. Leaders at all levels must be socially competent. Daniel Goleman has generated widespread awareness of this set of abilities, which he and others refer to as *emotional intelligence*. "Emotional intelligence – the ability to manage ourselves and our relationships effectively – consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill." Build your own and your constituents' abilities to recognize and manage your emotions and build your collective abilities to work with each other. One other significant contributor to collaboration is personal accountability and responsibility. In enabling others to act, leaders have to skillfully balance creating a climate of team work and trust while holding each person accountable for his or her actions.

8. Strengthen others by sharing power and discretion.

- Exemplary leaders make other people feel strong. They enable others to take ownership of and responsibility for their group's success by enhancing their competence and their confidence in their abilities, by listening to their ideas and acting upon them, by involving them in important decisions, and by acknowledging and giving credit for their contributions. Exemplary leaders understood how important it was that their constituents felt strong, capable and efficacious. Constituents who feel weak, incompetent and insignificant consistently under perform.
- Powerlessness creates organizational systems in which political skills are essential and "covering yourself" and "passing the buck" are the preferred modes of handling interdepartmental differences. Leaders who can strengthen others can boost worker performance. At the core, it's all about how people are made to feel. A key factor in why people stay in organizations is their managers. It's equally important in why people leave organizations.
- Creating a climate where people are involved and important is at the heart of strengthening others. People must have the latitude to make decisions on what they believe should be done. They must work in an environment that both builds their ability to perform a task or complete an assignment and promotes a sense of self-confidence in their judgment. People must

experience a sense of personal accountability so that they can feel ownership for their achievements. Leaders must turn their constituents into leaders.

- There are four leadership *essentials* to Strengthen Others:
- *Ensure self-leadership*
 - Leaders accept and act on the paradox of power: we become more powerful when we give our own power away.
 - Give power to get power – researchers have shown that the more people believe that they can influence and control the organization, the greater organizational effectiveness and member satisfaction will be. Shared power results in higher job fulfillment and performance throughout the organization. Power is an expandable pie. When leaders and constituents are willing to be mutually influenced by one another, everyone’s level of influence increases. When leaders share power with others, they’re demonstrating profound trust in and respect for others’ abilities. When leaders help others to grow and develop, that help is reciprocated. People who feel capable of influencing their leaders are more strongly attached to those leaders and more committed to effectively carrying out their responsibilities.
 - People are already empowered – People who say “Yes I can” and realize that “I make a difference” in their organizations know that what they do matters. This feeling of personal effectiveness leads them to take it upon themselves to do whatever is needed to bolster organizational vitality. These can do attitudes also sustain people’s efforts through difficult and challenging situations. Putting people in charge of their own lives is a key factor in liberating the leader within each person. It is not a matter of giving people power – it’s liberating people to use the power and skills they already have. Organizational effectiveness depends upon the sharing or distribution, not the hoarding, of power and influence.
- *Provide choice*
 - Responsive service and extra employee efforts emerge when employees have latitude, or the necessary leeway to meet customer needs, and discretion, or sufficient authority to serve customer wants.
 - Resources, responsibility and results - people can’t lead and make a difference unless they have a choice. A sure way to sink an organization in the turbulent seas of the changing economy is to centrally control the resources.
 - Design in alternatives – If leaders want higher levels of performance and greater initiative, they must be proactive in designing work that allows people discretion and choice. In other words, alternatives: being able to take non-routine action, exercise independent judgment, and make decisions that effect how we do our work without having to check with someone else.
- *Develop competence and confidence*
 - Strengthening others requires up-front investments in initiatives that develop people’s competencies and foster their confidence. These investments in training and development produce profits: companies that spend more than the average amount on

- training have a higher rate of return on investment (ROI) than companies with below average spenders. Organizations that have invested more than the average amount of money on training enjoy higher levels of employee involvement and commitment and better levels of customer service along with greater understanding of and alignment with company vision and values.
- Share the data – Leaders know that if people are to feel strong, they must be honing and developing their skills and competencies. Leaders know they need to share information and resources with constituents. When everyone has the same information about what’s happening in the business, then everyone starts thinking and acting like a CEO – regardless of their organizational position.
 - Practice problem solving – Leaders know that if people don’t have important opportunities to put their talents to good use, they’ll wind up frustrated. To strengthen others, leaders place their constituents, not themselves, at the centre of critical problems and contributing to key goals. If you challenge and empower people, they will produce incredible results. It gives them a sense of pride, authority, and the confidence to do well.
 - Confidence provides a way – Enabling others to act is not just a practice or a technique. It’s a key step in a psychological process that affects individuals’ intrinsic needs for self-determination. Feeling confident that we can adequately cope with events, situations, and people we confront puts us in a position to exercise leadership. Leaders take actions and create conditions that strengthen their constituents’ self-esteem and internal sense of effectiveness. Having confidence and believing in your ability to handle the job, no matter how difficult, is essential in promoting and sustaining consistent efforts.
 - Leaders coach – leaders actively seek out ways to increase choice, providing greater decision making authority and responsibility to their constituents. They also develop the capabilities of their team and foster self-confidence through the faith they demonstrate in letting other people lead. In taking these actions leaders act as coaches, helping others learn how to use their skills and talents, as well as learn from their experiences. Few of us remember yesterday’s headliners. The people who make a difference in our lives are not the ones with the most credentials, the most money, or the most awards. They are the ones who care. That’s why this relationship business between leaders and their constituents is so crucial.

➤ *Foster accountability*

- A final key in strengthening others is making certain that people recognize their interdependency through fostering accountability. The more we believe that everyone else is competent and taking responsibility for their own part of the job, the more trusting and the more cooperative we’re going to be. We’ll also be more confident in knowing that if we do our part, others will do theirs. Unless people take personal responsibility and unless they are held accountable for their own actions, we’re not very inclined to want to work with them nor much inclined to cooperate in general. Individual accountability is a critical element of every collaborative effort. The feeling of not wanting to let the rest of the team down strengthens people’s resolve to do their best.

Part 6

Encourage the heart (Practice 5)

9. Recognize contributions by showing appreciation for individual excellence.

- One important way that leaders give heart to others is by recognizing individual contributions. Exemplary leaders understand the need to Recognize Contributions and they stimulate and motivate the internal drive of each individual by constantly engaging in these *essentials*:
- *Focus on clear standards*
 - If leaders want us to give our all, to put our hearts into it, leaders must first focus on clear standards. The term standard is used to mean both goals and values. They both have to do with what is expected. Goals connote something shorter-term than values (or principles), which connote something more enduring. Typically, values and principles serve as the basis for goals.
 - Standards concentrate us - Values set the stage for action. Goals release the energy. The ideal state is often called “flow”.. To experience Flow, it helps to have clear goals, because goals help us concentrate and avoid distractions. By having an intention to do something that is meaningful to us, by setting a goal, we take action, action with a purpose. Goals and intentions keep us on track. The lesson for leaders is to make sure that whenever people engage in something they know why it’s important and what end it’s serving. This knowledge helps people feel more alive, more in charge, and more significant.
 - Feedback keeps us engaged – People need to know if they’re making progress toward the goal or simply marking time. People’s motivation to increase their productivity on a task increases only when they have a challenging goal *and* receive feedback on their progress. With clear goals and detailed feedback, people can become self-correcting and can more easily understand their place in the big picture. With feedback they can also determine what help they need from others and who might be able to benefit from their assistance. Research indicates that the type of leadership that even highly motivated, achievement-oriented people receive can make a difference in the level of stress and success they experience. When leaders provide a clear sense of direction and feedback along the way, they encourage people to reach inside and do their best.
 - Encouragement is feedback – Because it’s more personal and positive than other forms of feedback, it’s more likely to accomplish something that other forms cannot: strengthening trust between leaders and constituents. To assure that people achieve their best, leaders have to take steps to bring forth the best from others. This begins with an expectation of high standards, which then becomes a self-fulfilling prophecy.
- *Expect the best*
 - Successful leaders have high expectations, both of themselves and of their constituents.
 - Research on the phenomenon of self fulfilling prophecies provides ample evidence that other people act in ways that are consistent with our expectations of them. If we expect others to fail, they probably will, if we expect them to success, they probably will.

- Our expectations also shape our own behavior. The high expectations that leaders have of others are based in large part on their expectations of themselves. This is one reason why leaders model the way.
- Leaders recognize the impact of self-fulfilling prophecies. Leaders treat people in a way that bolsters their confidence, making it possible for them to achieve more than they have initially believed possible of themselves. If we have someone in our life that believes in us, and constantly reinforces that belief through their interactions with us, we are strongly influenced by that support.
- The set-up to fail syndrome explains the opposite.
- The leader's expectations have their strongest and most powerful influence in times of uncertainty and turbulence. Only high expectations have a positive impact – on actions and on feelings about oneself. Only high expectations can encourage the heart.
- High expectations lead to high performance. The expectations that successful leaders hold provide the framework into which people fit their own realities. Kouzes and Posner's research has shown that people are often anxious or nervous when they are encouraged by people in leadership positions to go out and deliver their personal best. Yet those same people marched in and did what was expected of them.
- Positive images create positive possibilities. Positive expectations yield positive results. They also begin to create positive images in our minds and generate other positive possibilities. Positive futures for self and others are first constructed in our minds. Experiments show that positive images make groups more effective, relieve symptoms of illness, and enhance achievement in school, the military, and business. What we learn is that before we can lead, we have to believe in others, and we have to believe in ourselves. .

➤ *Pay attention*

- Leaders are out and about all the time. Leaders are out there for a reason. One reason is to show that they care. One way of showing you care is to pay attention to people, to what they are doing, and to how they are feeling. If you are clear about the standards you are looking for and you believe and expect that people will perform like winners, then you're going to notice lots of examples of people doing things right and doing the right things.
- Release the positive. If people know that a caring leader is in their midst, in search of achievements to recognize, they'll want to show the best of themselves. That translates into increased productivity. This positive focus on behavior and performance, linked to goals and values, significantly improves morale as it moves the company toward higher levels of performance. Listen with your eyes and your heart. Learning to understand and see things from another's perspective – to walk in their shoes – is absolutely critical to building trusting relations and to career success. Listening with the eyes and the brain, not just the ears and the brain, requires a deeper level of paying attention and understanding. It requires that we hear the heart and see the soul. You have to get close to people if you're going to communicate. It's only by learning what others value, what others enjoy, what others treasure, that we can expect to reach their hearts. When you're out paying attention to the positive, you're highly visible and you also make

- yourself known to others. While you're getting to know them, they're getting to know you. Paying attention and actively appreciating others increases their trust in you.
- Be a friend. Research showed that groups composed of friends completed, on average, more than three times as many projects as the groups composed merely of acquaintances. Friends have to be strongly committed to the group's goals though. When it comes to performance, commitment to standards and good relations between people go together. People are just more willing to follow someone they like and trust. Having an open heart means disclosing things about yourself. This means telling people the same things you'd like to know about them. When we're open we make ourselves vulnerable – and this vulnerability makes us more human and more trusted. If leaders want the higher levels of performance that come with trust and collaboration, then they must demonstrate their trust in others before asking for trust from others. By demonstrating the willingness to take such risks, leaders encourage others to take a similar risk – and thereby take the first steps necessary to build mutual trust.

➤ *Personalize recognition*

- To make recognition personally meaningful, you first have to get to know your constituents. By personalizing recognition, leaders send the message that someone took the time to notice the achievement, seek out the responsible individual, and personally deliver praise in a timely manner. Personalizing also requires knowing what's appropriate individually and culturally. Leaders learn from many small and often casual acts of appreciation what works for each of their constituents and how best to personalize recognition.
- Use a variety of rewards. Don't make the mistake of assuming that individuals respond only to money as individual needs for and appreciation of rewards extend much further. Verbal recognition of performance in front of one's peers and visible awards, such as certificates, plaques, and other tangible gifts, are powerful indeed and almost unlimited. Spontaneous and unexpected rewards are often more meaningful than the expected formal rewards. Instead of relying only or even primarily on formal rewards, effective leaders make tremendous use of intrinsic rewards - rewards that are built into the work itself, including such factors as a sense of accomplishment, a chance to be creative, and the challenge of work – immediate outcomes of an individual's efforts. These rewards are far more important than salary and fringe benefits in improving job satisfaction, commitment, retention and performance. Often it's the simple, personal gestures that are the most powerful rewards. Praise and coaching are significant forms of recognition. Personal congratulations rank at the top of the most powerful non-financial motivators identified by employees.
- Be thoughtful. What personalized recognition comes down to is *thoughtfulness*. It means taking those observations you've made about an individual and asking: "What would really make this special and unique for this person? What could I do to make a memorable experience so that he always remembers how important his contributions are?"

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

- Promoting a culture of celebration fuels the sense of unity and mission essential for retaining and motivating today's work force. Our research confirms that performance improves when leaders bring people together to rejoice in their achievements and to reinforce their shared principles. By bringing people together, sharing the lessons from success, and getting personally involved, leaders reinforce in others the courage required to get extraordinary things done in organizations. If leaders are to effectively Celebrate the Values and the Victories, they must master three *essentials*:
- *Create a spirit of community*
 - Individual recognition increases the recipient's sense of worth, and it improves performance.
 - Public ceremonies serve as a collective reminder of why we are here, of the values and the visions that we share. In acknowledging the "common unity" that we have with one another, leaders create a sense of community and team spirit, and they build and maintain the social support we need to thrive, especially in the most stressful times.
 - Reinforce shared values and outcomes. Always be prepared with the key messages you want to send. Everything about a celebration should be matched to its purposes. From the setting to the speeches, from the music to the mood, every little detail can have an impact on the lasting impact of the event. For organizational values to have an impact, leaders must make explicit connections between shared values and the actions that exemplify those values. Celebrations are magnificent opportunities to expressly link principles to practices in a way that's memorable, motivating, and uplifting. What leaders preach and what they celebrate must be one and the same. The celebration must be an honest expression of commitment to certain key values and to the hard work and dedication of those people who have lived the values.
 - Provide social support. Ceremonies and celebrations are an opportunity to build healthier groups, to enable members of the organization to know and care about each other. Social support networks are essential for sustaining the motivations to serve. Studies have shown that social support not only enhances wellness but also buffers against disease, particularly during times of high stress. Celebrations create positive interactions among people, providing concrete evidence that people really care about each other. When celebrations cut across functional and hierarchical boundaries, as they frequently do, people get a chance to be stimulated by people outside their own specialties. Celebrations reinforce the fact that it always takes a group of people working together with a common purpose in an atmosphere of trust and collaboration to get extraordinary things done. By making achievements public, leaders build a culture in which people know that what they do is not taken for granted and clearly feel that their efforts are appreciated and applauded.
- *Tell the story*
 - Stories by their nature are public forms of communication. Stories are celebrations, and celebrations are stories.
 - Much about the culture of a company can be learned as a result of listening to and understanding the stories it tells about itself. Through storytelling people can know very clearly what the company believes in, and what needs to be done.

- Teach, mobilize, and motivate. Stories put a human face on success. They tell us someone just like us can make it happen. They create organizational role models that everyone can relate to. By telling a story in detail, leaders illustrate what everyone needs to do to live by the organizational standards.
- By publishing a story in the company newsletter, holding a ceremony to give out an award, or making a video and broadcasting it on the internal television network, leaders shine the spotlight on someone who's lived out an organizational value- and provide others in the organization with an example they can emulate.
- Make it memorable. Information is more quickly and accurately remembered when it is first presented in the form of an example or a story. A story is not only easier to remember and recall than a set of facts, it translates more quickly into action. Stories are better able to accomplish the objectives of teaching, mobilizing, and motivating than bullet points on an overhead.
- Stories put a human face on success.

➤ *Set the example*

- Wherever you find a strong culture build around strong values – whether the values are about superior quality, innovation, customer service, distinctiveness in design, respect for others, or just plain fun – you'll also find endless examples of leaders who personally live the values. It's the same with encouraging the heart, whether through individual recognition or group celebration. The leader has to set the example. The only way to truly show people you care and that you appreciate their efforts is to be out there with them. This visibility makes the leaders vulnerable. It also makes the leaders more real and genuine. When you go out to encourage the heart, your heart is encouraged as well.
- Make it genuine – let it come from your heart. Another lesson about recognition and celebration is: recognition and awards don't work unless they come from a credible source. *Credibility is the foundation of leadership*, and when it comes to celebrating values and victories, it's even more critical. When you *feel* genuinely excited and encouraged yourself, other people know it's for real. Recognizing individuals and celebrating accomplishments is mostly about the little things.
- The circle of leadership – modeling is encouraging. When it comes to sending a message throughout the organization, nothing communicates more clearly than what the leaders *do*. You can't delegate any of these practices – though you can expect that everyone should perform them. When leaders model encouragement and others follow their example, organizations develop a reputation for being great places to work. People form a strong bond with these institutions.

Part 7

Leadership for everyone

- The authors focused on everyday leaders because they firmly believe that leadership is not about a position or a title. It's about relationships, credibility, and what you *do*.

- Beyond the practices, beyond the action steps, there's another fundamental truth about leadership: leadership is everyone's business.
- **Leadership Can Be Learned**
 - Leadership is an observable set of skills and abilities that are useful whether one is in the executive suite or on the front line, on Wall Street or Main Street, in any campus, community, or corporation. Any skill can be strengthened, honed, and enhanced, given the motivation and desire, the practice and feedback, and the role models and coaching. It's not the absence of leadership potential that inhibits the development of more leaders; it's the persistence of the myth that leadership can't be learned.
- **Leaders Make A Difference**
 - Researchers have found that leaders can have a significant impact on their organizations. Leadership has been shown to account for improved performance as measured by a variety of factors: net income, sales, profits, and net assets; employee commitment, job satisfaction, and role clarity; and employee turnover, achievement of company goals, and teamwork.
 - Leaders make connections – between people and between the present and the future. Person to person and over time, leaders do make a difference.
- **First Lead Yourself**
 - Leadership development is self-development. The instrument of leadership is self, and mastery of the art of leadership comes from mastery of the self.
 - The quest for leadership is first an inner quest to discover who you are. Through self-development comes the confidence needed to lead.
 - Learning to lead is about discovering what *you* care about and value. About what inspires *you*. About what challenges *you*. About what gives *you* power and competence. About what encourages *you*. When you discover these things about yourself, you'll know what it takes to lead those qualities out of others.
- **Moral Leadership**
 - There are four moral goals of leadership:
 - Releasing human potential
 - Balancing the needs of the individual and the community
 - Defending the fundamental values of the community
 - Instilling in individuals a sense of initiative and responsibility
 - Attending to these goals will always direct your eyes to higher purposes.
 - You can't lead others until you have first led yourself through a struggle with opposing values.
 - When you clarify the principles that will govern your life and the ends that you will seek, you give purpose to your daily decisions. A personal creed gives you a point of reference for navigating the sometimes stormy seas of organizational life.
- **The Secret to Success in Life**

The best-kept secret of successful leaders is love; staying in love with leading, with the people who do the work, with what their organizations produce, and with those who honor the organization by using its work.

Reviewer's recommendation: This book is one of the very best on the topic of leadership. The book is full of stories that illustrate the principles and bring life to the concepts. At the end of each chapter are action steps to enhance the journey of leaders.

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About the reviewer: Frumi Rachel Barr, MBA, PhD

Many CEO's find themselves asking "What now?" to sensitive situations that only an experienced former CEO can understand. Frumi is brought in to solve problems and often remains to work with you, as your confidante and secret weapon. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team's performance, profitability and sustainability.

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