

# The Leadership Challenge

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*By Kouzes and Posner*

## The 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

- People look for their leaders to be:
  - Honest
  - Forward-looking
  - Competent
  - Inspiring
- Credibility
  - DWYSYWD: Do What You Say You Will Do

## The 10 Commitments

- Commitment 1: Find your voice by clarifying your personal values
- Commitment 2: Set the example by aligning actions with shared values.
- Commitment 3: Envision the future by imagining exciting and ennobling possibilities
- Commitment 4: Enlist others in a common vision by appealing to shared aspirations.
- Commitment 5: Search for opportunities by seeking innovative ways to change, grow, and improve.
- Commitment 6: Experiment and take risks by constantly generating small wins and learning from mistakes.
- Commitment 7: Foster collaboration by promoting cooperative goals and building trust.
- Commitment 8: Strengthen others by sharing power and discretion.
- Commitment 9: Recognize contributions by showing appreciation for individual excellence.
- Commitment 10: Celebrate the values and victories by creating a spirit of community.

## Leadership is Everyone's Business - Questions to Consider

- Leading questions:
  - How certain am I of my own conviction about the vision and values?

- What gives me the courage to continue in the face of uncertainty and adversity?
- How will I handle disappointments, mistakes, and setbacks?
- What are my strengths and weaknesses?
- What do I need to do to improve my abilities to move the organization forward?
- How solid is my relationship with my constituents?
- How can I keep myself motivated and encouraged?
- What keeps me from giving up?
- Am I the right one to be leading at this very moment? Why?
- How much do I understand about what is going on in the organization and the world in which it operates?
- How prepared am I to handle the complex problems that now confront my organization?
- What are my beliefs about how people ought to conduct the affairs of our organization?
- Where do I think the organization ought to be headed over the next ten years?