A Leadership Toolkit
ENHANCING LEADERSHIP CAPABILITY

Questions to consider

- What values should guide my actions?
- How do I best set an example for others?
- How do I articulate a vision of the future?
- How do I improve my ability to inspire others toward a common purpose?
- How do I promote innovation and risk?
- How do I build a spirited and cohesive team?
- How do I put more joy and celebration into our efforts?
- What is the source of self-confidence to lead others?
The Leadership Challenge

• Leader: one who has followers
• Leadership has five (5) essential characteristics*
  ✓ Challenging the process (change)
  ✓ Inspiring a shared vision (vision)
  ✓ Enabling others to act (empowerment)...3 P’s
  ✓ Modeling the way (role model)
  ✓ Encouraging the heart (recognition/reward)...3 M’s and GMP
  ✓ (Note: Technical competence is a given)

* Leadership Challenge, Kouzes & Posner; Choosing to Lead, Clark & Clark
WHAT IS YOUR LEADERSHIP CHALLENGE?
WHAT IS CREDIBILITY?
WHY DOES CREDIBILITY MATTER?

- When followers perceive their immediate leader to have high credibility, they are more likely to:
  - Be proud to tell others they are part of the organization
  - Feel a strong sense of team spirit
  - Feel attached and committed to the organization
  - Have a sense of ownership in the organization
  - See their own personal values as consistent with those of the organization
Six Principles of Credibility

1. Discovering your self - three essential aspects of your self; values, competencies, confidence

2. Appreciating constituents and their diversity - understand and appreciating employees, vendors, customers’ unique needs and values

3. Affirming shared values - build a strong sense of community and consensus around shared values
Six Principles of Credibility (continued)

4. Developing capacity - continuous learning and improvement results in increased self-confidence and personal responsibility

5. Serving a purpose - leaders serve a purpose for the people who have made it possible for them to lead

6. Sustaining hope - foster optimistic attitudes that lead to more challenging goals and achievements
DWYSYWD

- Common sense definition of credibility
  - Do what you say you will do
- Has two essential elements
  - Say and Do
- Leaders must be clear about beliefs (Say)
- They must act on those beliefs (Do)

- People trust their leaders when their deeds and words match!!
FIVE PRACTICES OF EXEMPLARY LEADERS

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart
PRACTICE 1 - MODEL THE WAY QUIZ

1. Sets a personal example of what he/she expects of others

2. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on

3. Follows through on promises and commitments he/she makes

4. Asks for feedback on how his/her actions affect other people’s performance

5. Builds consensus around a common set of values for running our organization

6. Is clear about his/her philosophy of leadership

Rate each item 1-10, 1 as Almost Never, 10 as Almost Always
PRACTICE 2 - INSPIRE A SHARED VISION

1. Talks about future trends that will influence how our work gets done

2. Describes a compelling image of what our future could be like

3. Appeals to others to share an exciting dream of the future

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

5. Paints the “big picture” of what we aspire to accomplish

6. Speaks with genuine conviction about the higher meaning and purpose of our work

Rate each item 1-10, 1 as Almost Never, 10 as Almost Always
PRACTICE 3 - CHALLENGE THE PROCESS

1. Seeks out challenging opportunities that test his/her own skills and abilities

2. Challenges people to try out new and innovative ways to do their work

3. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do

4. Asks “What can we learn?” when things don’t go as expected

5. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on

6. Experiments and takes risks, even when there is a chance of failure

Rate each item 1-10, 1 as Almost Never, 10 as Almost Always
PRACTICE 4- ENABLE OTHERS TO ACT

1. Develops cooperative relationships among the people he/she works with

2. Actively listens to diverse points of view

3. Treats others with dignity and respect

4. Supports the decisions that people make on their own

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

6. Ensures that people grow in their jobs by learning new skills and developing themselves

Rate each item 1-10, 1 as Almost Never, 10 as Almost Always
PRACTICE 5 - ENCOURAGE THE HEAR

1. Praises people for a job well done
2. Makes it a point to let people know about his/her confidence in their abilities
3. Makes sure that people are creatively rewarded for their contributions to the success of projects
4. Publicly recognizes people who exemplify commitment to shared values
5. Finds ways to celebrate accomplishments
6. Gives the members of the team lots of appreciation and support for their contributions

Rate each item 1-10, 1 as Almost Never, 10 as Almost Always
TALK TO ME ABOUT YOUR SCORES
PRACTICE 1 - MODEL THE WAY

- Stand for something
- Believe in something
- Care about something
PERSONAL VALUES

- Exemplary leaders have strong beliefs about matters of principle
  - Clarify values
    - Find your voice
    - Affirm shared values
  - To act with integrity, you must first know who you are
    - What do you stand for?
    - What do you believe in?
    - What do you care about?

- Clarity of values gives confidence
  - To make tough decisions
  - Act with determination
  - Take charge of your life

- Values serve as guides to action
- Values are empowering
- Values motivate
AFFIRM SHARED VALUES

- What leaders say must be consistent with aspirations of followers
- Allows for mobilizing people to act as one
- Leaders set example for all constituents based on shared understanding of what is expected
- Recognizing shared values provides common language
  - Commitment, enthusiasm, and drive intensified
- Make a difference
  - Foster strong feelings of personal effectiveness
  - Encourage ethical behavior
  - Reduce levels of stress and tension
  - Facilitate understanding about job expectations
WHICH SHARED VALUES MAKE A DIFFERENCE?

Highly successful public sector and health care organizations share three central values:

1. High performance standards
2. Caring attitude about people/employees
3. Sense of uniqueness and pride

Are these evident within your organization? Why or why not? What makes your organization unique?
- It is all about execution
- Leading people, not just yourself
  - What are those who are following you doing?
  - How consistent are they in word and deed?
- As the leader, you are accountable
  - Personify shared values
  - Teach others to model the values

SET THE EXAMPLE
Signal sending actions

- Spend time and attention wisely
  - Focus on most important values

- Watch your language
  - Use words and phrases that best express the culture you want to create

- Ask purposeful questions
  - Raise questions that intentionally stimulate people

- Seek feedback
  - Ask others about the impact of your behavior on their performance
TEACHING OTHERS

- People not only watch the leader, they watch everyone else in organization!
  - Paying attention to what others say and do
- Everyone is sender of signals
  - Employees
  - Business Partners
  - Colleagues
- Leadership is making sure these people’s actions are aligned with shared values
“I expect you all to be independent, innovative, critical thinkers who will do exactly as I say!”
WAYS TO MODEL THE WAY AT YOUR ORGANIZATION

- Develop a routine for questioning
  - Think about the “quest” in the question
    - Where do you want to take follower?
    - What value(s) are you trying to reinforce?

- Put storytelling on meeting agendas
  - Start each meeting with a story
    - About something someone in your organization or on your team did to demonstrate cherished values
  - Stories must be vivid
    - About a real person
    - Have strong sense of time and place
    - Allow emotions to surface
    - Give story a theme
    - Keep it short
PRACTICE 2- INSPIRE A SHARED VISION

- Imagine exciting and ennobling possibilities
- Must enlist others in exciting possibilities by appealing to shared aspirations
- Breathe life into ideal and unique images of the future
TWO ESSENTIALS

- Imagine the Possibilities
- Find a Common Purpose
“The human being is the only animal that thinks about the future”.
- Daniel Gilbert

- It is all about possibilities
- Turning possibility thinking into an inspiring vision is the leader’s challenge
- Leaders must:
  - Reflect on their past, attend to the present, prospect the future, and feel their passion
THE COMMON PURPOSE

- Cannot mobilize people to willingly travel to places they do not want to go

- Followers want to hear about their own aspirations
  - Want to see themselves in the future leader is painting
LISTEN DEEPLY

- To inspire a shared vision leaders must:
  - Listen with sensitivity
- Why?
  - Discover common values that link everyone together
  - Followers desire:
    - A chance to be tested, to make it one’s own
    - A chance to do something well
    - A chance to do something good
    - A chance to change the way things are
- People commit to causes, not plans
To enlist others, leaders need to bring the vision to life

- Arouse followers to join a cause and to want to move boldly and decisively forward
- Be enthusiastic and expressive about the future
- For a vision to be shared, it needs to be seen in the mind’s eye
PRACTICE 3 – CHALLENGE THE PROCESS

- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Seize the initiative to make things happen.
- Constantly scan the outside environment for creative ways to do new things.
IT IS ALL ABOUT THAT CHANGE

- Seize the initiative
- Exercise outsight

- Leadership is inextricably connected with the process of innovation
  - New ideas
  - New methods
  - Putting new solutions into practice
MAKE SOMETHING HAPPEN

- Leaders should be fundamentally restless
  - Do not like status quo
- Proactive people work harder at what they do
- Everyone performs better when leaders take charge of change
- Exemplary leaders find ways for people to stretch themselves

For discussion: Do you, as current and future leaders at your organization, tap into people’s hearts and minds? How?
WHAT IS OUTSIGHT?

- The capacity to perceive external things
- Leaders must stay sensitive in a networked, global world
  - Must listen
  - Stay in touch
- Innovation requires more listening and communication than does routine work
- Only by staying in touch with the world around them will leaders ever expect to change the business-as-usual environment!
EXPERIMENT AND TAKE RISKS

- Leaders should not be afraid to take risks and step out of their comfort zone
- To create this climate within organizations
  - Generate small wins
  - Learn from experience
GENERATE SMALL WINS

- Progress should be step-by-step
- Most effective change processes are incremental, not one giant leap
- In fast paced environments, the small wins approach is especially effective
- Coach employees to focus on singular tasks and then execute
- You do big things by doing a lot of small things!
CREATE A CLIMATE OF LEARNING

- The overall quality of work improves when people have a chance to fail and learn from those failures.

- Leaders must be active learners.

- The only way people can change is by doing things they have never done before.
PRACTICE 4- ENABLE OTHERS TO ACT

- Can’t do it alone
- Foster collaboration by promoting cooperative goals and building trust
- Mutual respect sustains extraordinary efforts
- Nurture self-esteem and human dignity
"To be successful, organizations must adopt a www.com (we will win) mindset and not an imm.com (I, me, myself) mindset."

- Lily Cheng, PACE Learning & Consultancy, Singapore

- A key realization for all leaders is that they must develop a cohesive, collaborative team
  - Begins with trust as a framework
CREATE A CLIMATE OF TRUST

- At the heart of collaboration is trust
  - The more trusted people feel, the better they innovate

- Where there is a high-trust atmosphere:
  - People are more open about their feelings
  - Greater clarity about group’s basic problems and goals
  - People searched more for alternative courses of action
  - Greater levels of mutual influence on outcomes occurs
  - More motivation to implement decisions
BE OPEN TO INFLUENCE

- Leaders must be open, honest, and consistent
- Listen and learn from your followers
- Contributes to building trust
  - Enables constituents to be more open to your influence
- Do not take self-protective postures
  - Followers pass distrust on
  - Withhold/distort information
FACILITATE RELATIONSHIPS

- Leaders must foster a sense of interdependence
  - No one succeeds, unless everyone succeeds

- Develop cooperative goals and roles

- Focus on collective purpose binds people into cooperative effort
Leaders who reciprocate are more successful than those who try to maximize individual advantage.

Questions to consider:

- Should I try to maximize my own personal gain?
- What price might I pay for this action?
- Should I give up a little for the others?
- Will others take advantage of me if I am cooperative?

Reciprocity demonstrates a willingness to cooperate and an unwillingness to be taken advantage of.
SHOW TRUST TO BUILD TRUST

- Is there a sense of trust among the staff and leadership at your organization?

- The first to trust must be the leader.

- When leaders show trust, followers leave behind doubts and apprehensions.

Be the first to:

- Disclose information about who you are and what you believe.
- Admit mistakes.
- Acknowledge the need for personal improvement.
- Ask for feedback.
- Listen attentively.
- Invite interested parties to important meetings.
- Share information that is useful to others.
- Openly acknowledge the contribution of others.
- Avoid talking negatively about others.
Great leaders grow their followers into leaders themselves

- Enhance self-determination
- Develop confidence and competence
Leaders must accept and act on the paradox of power:

- You become more powerful when you give your power away

How is this done?

- Provide choices
- Offer Latitude
- Foster Accountability
DEVELOP COMPETENCE AND CONFIDENCE

- People feel overwhelmed and disabled without knowledge, skills, information, and resources
- Confidence and competence are essential
  - To delivering on the organization’s promises
  - Maintaining credibility of leaders and team members
- Educate, educate, educate
  - Organizations and leaders must make commitment to training and development
- Developing employees should be a personal, hands-on approach
- Care about those you lead!!
INCREASE INDIVIDUAL ACCOUNTABILITY

- Places leaders can start include:
  - Substantially increase signature authority at all levels
  - Remove or reduce unnecessary approval steps
  - Eliminate as many rules as possible
  - Decrease the amount of routine work
  - Assign non-routine jobs
  - Support the exercise of independent judgment
  - Encourage creative solutions to problems
  - Provide greater freedom of access, vertically, horizontally, in and out
PRACTICE 5 - ENCOURAGE THE HEART

- Recognize contributions by showing appreciation for individual excellence

- Create a spirit of community that celebrates shared values and victories

- Express pride in the accomplishment of your team
THE KEY: RECOGNITION

- Acknowledge good results
- Reinforce positive behavior
- Leaders must:
  - Expect the best
  - Personalize recognition
- What is the result?
  - Leaders stimulate and motivate internal drive of followers
EXPECT THE BEST

- Have high expectations
- Must believe in abilities of constituents
  - People act in ways that are consistent with others’ expectations
- High expectation leads to high performance
- Clear expectations and goals focus attention
WHY SET GOALS?

- Values mediate the path of action; goals release the energy
- Goals concentrate a follower’s efforts
- Action without goals is just busy-work
- Goals give recognition context
  - Recognize people for achieving something extraordinary
  - Leaders must affirm worth of every one of their followers
CREATE CONDITIONS FOR SUCCESS

- When leaders expect the best, they get the best
- Before you can lead, you have to believe
- Have high expectations
- Followers benefit when leaders
  - believe that people can change
  - believe that people can develop new skills and abilities
- Find out what your constituents care about

- Do not rely on the organization’s formal reward system

- Recognition should be highly specific to individual

- Simple and personal are most powerful rewards

- Just say thank you!! It goes a long way.

BE CREATIVE
CELEBRATE AND VALUE VICTORIES

- To do this leaders must master these essentials:
  - Create a spirit of community
  - Be personally involved

- Take time to celebrate!
Ten Commitments of Leadership

1. Search out challenging opportunities to change, grow, innovate and improve (challenge the process = change)

2. Experiment, take risks, and learn from the accompanying mistakes (challenge the process = change)

3. Envision an uplifting and ennobling future (inspire a shared vision = vision)

4. Enlist others in a common vision by appealing to their values, interests, hopes and dreams (inspire a shared vision = vision)
Ten Commitments of Leadership

5. Foster collaboration by promoting cooperative goals and building trust (enable others to act = empowerment)

6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support (enable others to act - empowerment)

7. Set the example by behaving in ways that are consistent with shared values (modeling the way - role model)
Ten Commitments of Leadership

8. Achieve small wins that promote consistent progress and build commitment (modeling the way - role model)

9. Recognize individual contributions to the success of every project (encouraging the heart - recognition/reward)

10. Celebrate team accomplishments regularly (encouraging the heart - recognition/reward)