

# The Leadership Challenge

This handout is based on the work of Kouzes and Posner, 1995

## What the Best Leaders Do to Get Extraordinary Things Done

### **Challenge the process**

- Venture out
- Seek and accept challenge
- Willing to step into the unknown
- Recognize good ideas and adopt them
- Willing to learn through experimentation
- Accept disappointments as learning opportunities

### **Inspire a shared vision**

- Visions and dreams of what could be
- Envision the future
- Believe they can make a difference
- Clear image of the future pulls them forward
- Don't command commitment, inspire it
- Enlist others in the dream
- Show how the dream is for the common good

### **Enable others to act**

- Foster collaboration
- Leadership is a team effort
- Breed mutual respect, trust, human dignity
- Strengthen others by giving information and providing choice
- Allow sense of ownership among others
- Convey trust and confidence and invite risk taking

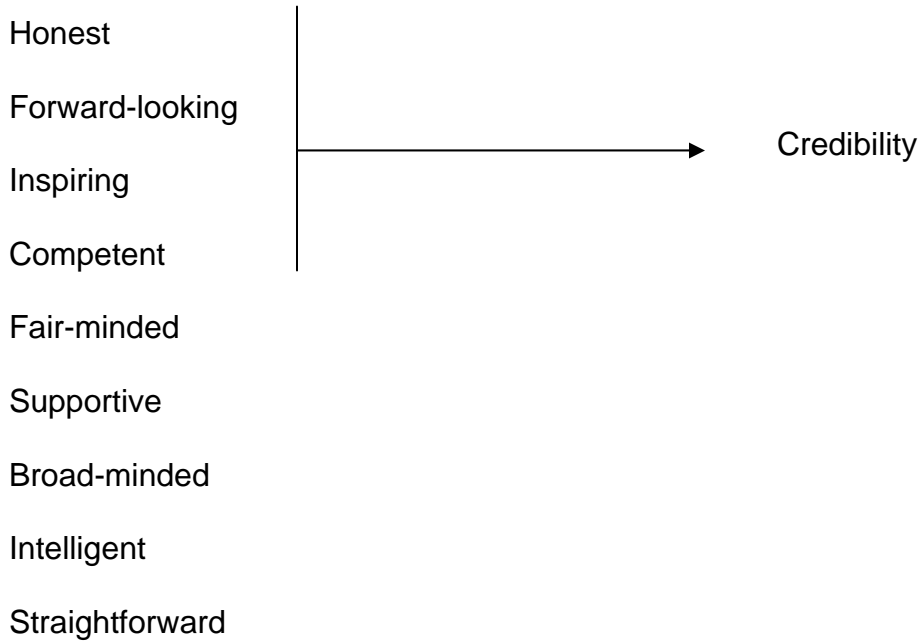
### **Model the way**

- Go first
- Create standards of excellence then set an example
- Alignment between words and deeds
- Relentless, steadfast, reliable
- Achieve small wins
- Build confidence

### **Encourage the heart**

- Genuine acts of caring
- Recognize contributions
- Celebrate accomplishments
- Show people they can win
- Love – the best-kept leadership secret

## What constituents expect of good leaders



## Leadership Myths

Well lead organizations are orderly

The courageous act myth

Short term success = leadership

Leaders are psychics

Leaders are cool, emotionless

Leaders are charismatic

Leaders command and control

It's lonely at the top

Title = leader

Leadership is reserved for a few