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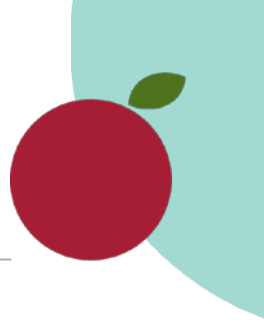
**LEADERS**



PROGRAM

The Leadership Challenge:  
Model the Way

# Five Practices of Exemplary Leadership



## 1. Model the Way

- Clarify values by finding your voice and affirming shared values.
- Set the example by aligning actions with shared values.

2. Inspire a Shared Vision

3. Challenge the Process

4. Enable Others to Act

5. Encourage the Heart

# Clarify Values

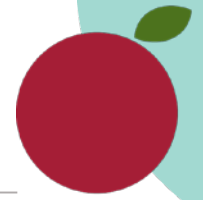
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1. Find Your Voice
2. Affirm Shared Values

# Leadership Effectiveness & Leadership Philosophy

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## What is your leadership philosophy?

Leadership Effectiveness = More than 40% higher.

Trust = 30% more likely to be trusted.



# Finding Your Voice

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- Let Your Values Guide You
  - ✓ Values are your bottom line.



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# Finding Your Voice

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- Let Your Values Guide You
  - ✓ Values are your bottom line.
- Say It In Your Own Words
  - ✓ People don't follow your position or technique – they follow you.
- Find Commitment Through Clarifying Values
  - ✓ Personal values are the route to motivation and productivity.

# Affirm Shared Values

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# Shared Values...

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- Foster strong feelings of personal effectiveness.
- Promote high levels of organizational loyalty.
- Facilitate consensus about key organizational goals and stakeholders.
- Encourage ethical behavior.
- Promote strong norms about working hard and caring.
- Reduce levels of job stress and tension.
- Foster pride in the organization.
- Facilitate understanding about job expectations.
- Foster teamwork.

# Affirming Shared Values

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- Give People Reasons to Care
  - Shared Understanding of Expectations
  - Pledge and Promise
  - Common Language
- Forge Unity, Don't Force It
  - Involve Others
  - Discovery and Dialogue
  - Incorporate Into Management Responsibilities



# Set the Example

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1. Live the Shared Values
2. Teach Others to Model the Values

You either lead by example or you don't lead at all.

# Live the Shared Values



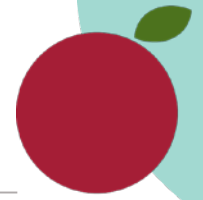
# Living the Shared Values

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- Spend Your Time and Attention Wisely
- Watch Your Language
- Ask Purposeful Questions
- Seek Feedback

# Spend Your Time & Attention Wisely



What's the connection between how you spend your time and what you say are your Core Values?

- How much time are you spending on activities that are in alignment with your Core Values?
  - At work?
  - Outside of work?
- If an objective outsider looked at your Activity Log, what would s/he think your values are?

# Watch Your Language

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*“Language is the most imperfect and expensive means yet discovered for communicating thought.”*

- William James

*“Language is by its very nature a communal thing; that is, it expresses never the exact thing by a compromise – that which is common to you, me, and everybody.”*

- Thomas Earnest Hulme

# Ask Purposeful Questions



"Harris, when I said 'any questions' I was using only a figure of speech."

# Seek Feedback





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# Seek Feedback

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**"It's a special hearing aid. It filters out criticism and amplifies compliments."**



# Teach Others To Model The Values

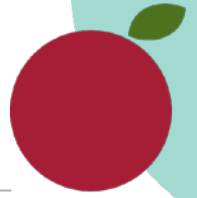
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I **TEACH** for a living...  
What's your  
**SUPERPOWER?**

# Teaching Others To Model The Values

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- Confront Critical Incidents
- Tell Stories
- Reinforce Through Systems and Processes



# Confront Critical Incidents

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*“If a window of opportunity appears, don’t pull down the shade.”*

- Tom Peters



# Tell Stories



*“If history were taught in the form of stories, it would never be forgotten.”*

- Rudyard Kipling



# Reinforce Through Systems & Processes

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- Recruitment & Selection
- Onboarding/Orientation
- Training
- Performance Management
- Promotion
- Strategic Planning
- Goal Setting
- Change Management
- Budgeting
- Planning & Organizing Work
- Time Management
- Resource Use



# Next Steps

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## *Highly Recommended:*

- Explore your team members' awareness of your values and explore your awareness of their values.
- If you do not have shared team values, work on establishing them.

## *Required:*

- Team Teaching for Inspire a Shared Vision and Challenge the Process. You're up next session!