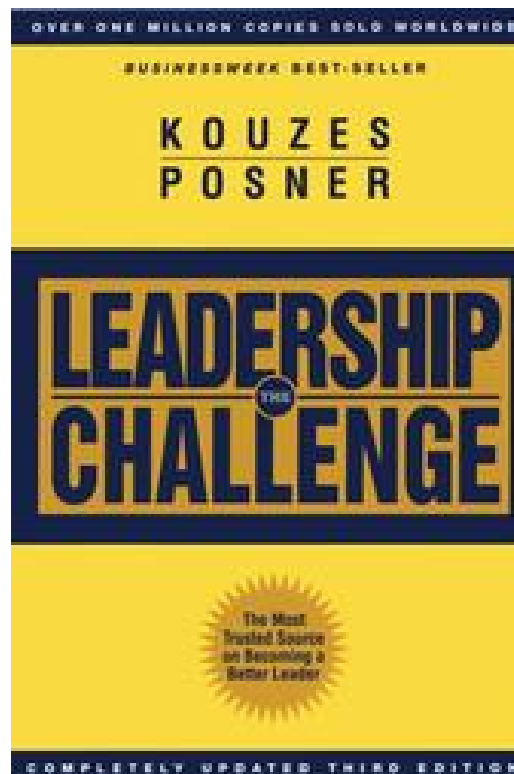


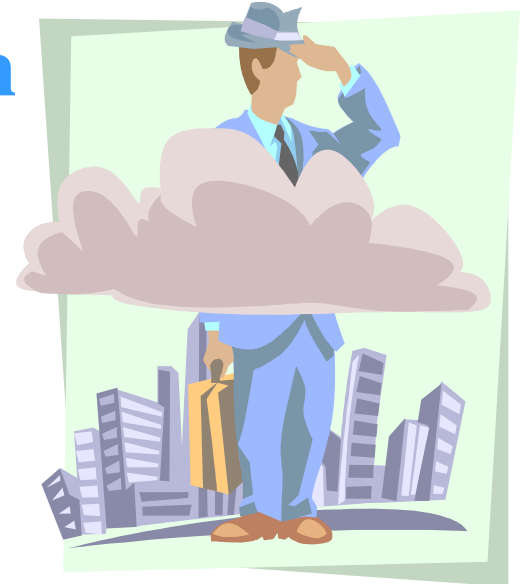
The Leadership Challenge



The Leadership Challenge

The 5 Practices of Exemplary Leadership

- **Model the Way**
- **Inspire a Shared Vision**
- **Challenge the Process**
- **Enable Others to Act**
- **Encourage the Heart**



The Leadership Challenge

Model the Way . . .

Find Your Voice by clarifying your personal values.

Set the Example by aligning actions with shared values.

Remember—Behavior is learned.





The Leadership Challenge



- ◆ Clearly articulate your personal values to the team.
- ◆ Engage your team in discussion of their values.
- ◆ Build consensus on shared values.
- ◆ Align your leadership actions with the shared values.



The Leadership Challenge



◆ Values

- Your values are the underlying principles that guide your behavior.
- Your personal credibility depends on them.
- What principles do you want everyone to understand and hold as priorities?

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Inspire a Shared Vision . . .

Envision the Future by imagining exciting and ennobling possibilities.



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



The Leadership Challenge



- ◆ Articulate your personal vision of the future to the members of your team.
- ◆ Engage your team members in a dialogue about their hopes, dreams, and aspirations.
- ◆ Enlist others in a common vision.
- ◆ Communicate the common vision in an attractive, appealing way.



The Leadership Challenge



◆ Vision

- A unique and ideal image of the future for the common good.
- To inspire others, they have to see your vision in their own mind.

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Challenge the Process . . .

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



Experiment and Take Risks by constantly generating small wins and learning from mistakes.



The Leadership Challenge



- ◆ Identify opportunities for innovative approaches.
- ◆ Engage team members in generating and selecting innovative solutions.
- ◆ Implement methods for learning from mistakes.
- ◆ Identify where change can be made effectively.



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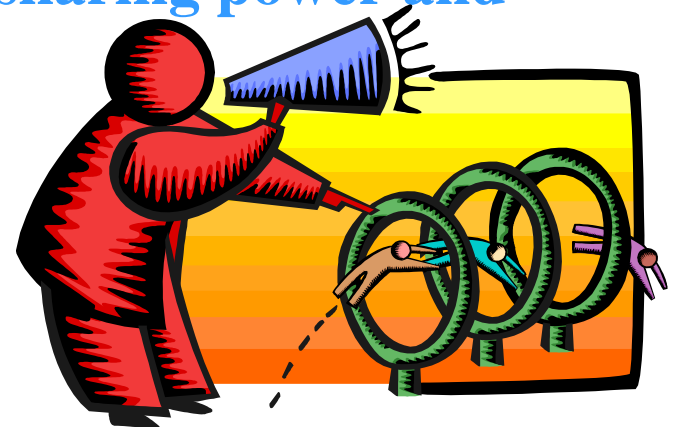
- ◆ To challenge the process, you search for opportunities by seeking innovative ways to change, grow, improve, experiment, and take certain risks by constantly generating small wins and learning from mistakes.

The Leadership Challenge

Enable Others to Act . . .

Foster Collaboration by promoting cooperative goals and building trust.

Strengthen Others by sharing power and discretion.





The Leadership Challenge



- ◆ Build supportive relationships with your team.
- ◆ Develop team members' confidence and competence.
- ◆ Develop cooperative relationships.
- ◆ Connect team members to key people.



The Leadership Challenge



- ◆ Foster collaboration by promoting cooperative goals and building trust; strengthen others by sharing power and discretion.

The Leadership Challenge

Encourage the Heart . . .

Recognize Contributions by showing appreciation for individual excellence.

Celebrate the Values and Victories by creating a spirit of community.





The Leadership Challenge



- ◆ Recognize individuals for their contributions.
- ◆ Share recognition stories that reinforce key values and standards.
- ◆ Celebrate accomplishments.
- ◆ Build informal support among team members.



The Leadership Challenge



- ◆ Recognize contributions by showing appreciation for individual and team excellence.
- ◆ Celebrate the values and the victories by creating a spirit of community.

The Leadership Challenge

