

From *The Leadership Challenge* by Barry Posner and Jim Kouzes

The Five Practices of Exemplary Leadership

Beyond the horizon of time is a changed world, very different from today's world. Some people see beyond that horizon and into the future. They believe that dreams can become reality. They open our eyes and lift our spirits. They build trust and strengthen our relationships. They stand firm against the winds of resistance and give us the courage to continue the quest. We call these people leaders.

In their study, Jim Kouzes and Barry Posner set out to discover what it took to become one of these leaders. They wanted to know the common practices of ordinary men and women when they were at their leadership best—when they were able to take people to places they'd never been before. Their analysis of thousands of cases and surveys revealed The Five Practices of Exemplary Leadership:



Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.



Inspire a Shared Vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.



Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.



Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

- 1.) WHAT DO THESE SKILLS HAVE TO DO WITH ETHICS?
- 2.) When you are at your best as a leader right now, which one is your greatest strength?
- 3.) Which is your greatest challenge?