Preferred Provider, The Leadership Challenge®

We Cultivate Talent.
#1 Provider Worldwide, The Leadership Challenge

- Long legacy with The Leadership Challenge®
- Global capacity
- Sustainable results
Presenters:

Bruce Wilson
Vice President, Sales
Sonoma Leadership Systems

Jim Kouzes
Author and Researcher,
*The Leadership Challenge*
What is The Leadership Challenge®?

One of the three most influential leadership books ever written, over 2 million copies sold

Based on 30 years of research - 5 Practices exemplify leadership across:

- Culture
- Gender
- Ethnicity
- Generations
- Industry

Workshop utilizes lecture, discussion, reflection, & experiential activities

Highly validated 360° assessment measuring 30 behaviors that demonstrate these practices

Workshop Outcomes:

- Leaders perceived as more credible
- More effective in achieving job related demands
- Able to increase motivation, foster loyalty & enhance commitment
Great Leadership Creates Great Workplaces

Presented by
Jim Kouzes

Sponsored by
Sonoma Leadership Systems
“...individual leaders have little or no impact on the organizations they lead.”

Gautam Makunda
*Indispensable: When Leaders Really Matter*
"...maybe someone like myself does have the possibility of being a leader."

D. R. email to Jim Kouzes, May 21, 2010
Objectives

1. Document how leadership makes a difference in engagement and performance.


3. Answer your questions.

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
Kouzes & Posner Research

- Over 30 years of collecting data
- Over 5,000 individual cases studied
- Over 5 million survey respondents
- Global data from 70 countries
- Over 600 research studies by others
- Rigorous testing of reliability and validity
Tell us about a time when you were at your personal best as a leader.
The Five Practices of Exemplary Leadership®

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

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
Kouzes & Posner’s **Positive Workplace Attitudes Measure**

1. My work group has a strong sense of **team spirit**.
2. I am **proud** to tell others that I work for this organization.
3. I am **committed** to this organization’s success.
4. I would **work harder** and for longer hours if the job demanded it.
5. I am **highly productive** in my job.
6. I am clear about **what is expected** of me in my job.
7. I feel that my organization **values** my work.
8. I am **effective** in meeting the demands of my job.
9. Around my workplace, people seem to **trust** management.
10. I feel like I am **making a difference** in this organization.

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
What impact does leader behavior have on workplace engagement? Do leaders really matter?
PWA and LPI Scores

Low PWA | Moderate PWA | High PWA
---|---|---
Model | Inspire | Enable | Encourage
The more frequently leaders demonstrate each of The Five Practices of Exemplary Leadership the more engaged people are in their workplaces.
How much of engagement is accounted for by who the constituents are?
Who Constituents Are

1. Age
2. Gender
3. Country
4. Education
5. Tenure
6. Position
7. Function
8. Industry
9. Size of org’n
Explaining Committed/Engaged Workforce

Demographics Leadership

North America 27.7 30.1
Europe 27.8 32.4
Asia Pacific 0.2 0.3
Latin America 2.3
Australia 29.6

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
Despite people’s differences, their workplace engagement is influenced most by how their leaders behave.
The question is not, “Do leaders make a difference?”
The question is, “How do leaders make a positive difference?”
Model
The Way
“In order to become a leader...it’s important that I first define my values and my principles.”

Olivia Lai, manager, customer service support, Kimberly-Clark
Clear Leadership Philosophy

Leaders
25% more engaged

Constituents
40% more engaged
“It's not what I say, it's what I do that's going to make a difference.”

Dick Pettingill, former CEO, Allina Hospitals and Clinics
“(Organizations) where employees strongly believed their managers followed through on promises and demonstrated the values they preached were substantially more profitable than those whose managers scored average or lower.”

Tony Simons, Cornell University, *The Integrity Dividend*
Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.
2 Inspire a Shared Vision
“So, Jim, where do you see yourself in ten minutes?”
Forward Looking

In Leaders

In Colleagues

71%

27%
“Vision trumps everything.”

Nancy Zimpher, president, University of Cincinnati
“I was the chief dot connector. At the end of the day, I had to connect the dots from vision and strategy to the front line...”

Ward Clapham, commander, Richmond Detachment, RCMP
Envision and Enlist

Constituents
25% more engaged

Leaders
50% more effective
Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.
Let’s take some questions.
Challenge
The Process
Personal Bests

**Leaders**
- Arlene Blum
- Ward Clapham
- Jacqueline Maartense
- Alan Keith
- Kathleen MacMillan
- Steve Skarke
- Sahira Abdool
- Cora Carmody

**Context**
- First all-female ascent
- High crime, low morale
- Restore profitability
- Two years or close
- First-ever in new role
- Become world class plant
- Discontented workforce
- New global initiative
“The similarity that most stuck out... was how each person had to overcome uncertainty and fear in order to achieve his or her best.”

Katherine Winkel, Seattle Genetics
“Everyone can make a difference if she or he dares to step out to seize the opportunity and take the initiative.”

Sam Liu, assistant GM, Kintetsu Logistics, Shenzhen

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
Feeling and Seeking Challenge

Constituents
- 25%-35% more engaged

Leaders
- 40% more effective
“Leadership is learning by doing... Leaders are constantly learning from their errors and failures.”

Claude Meyer, Red Cross, Kenya
Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Experiment and take risks by constantly generating small wins and learning from experience.
4 Enable Others to Act
“..it’s all about fostering collaboration and building spirited teams – actively involving others, creating an environment of mutual trust and respect.”

Cora Carmody, SVP, Jacobs Engineering

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
The Name of the Game Makes A Big Difference!

Community Game: 70%
Wall Street Game: 30%
“When we listen carefully and find out what people really need, we can respond in the best way possible.”

Erna Grasz, CEO and founder, Asante African Foundation
Enable Others to Act

Constituents
- 30% more engaged

Leaders
- 60% more effective
Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.
Encourage The Heart
“We all need encouragement from time to time, to know that we're...doing our best.”

Jody Rogers, program manager, Army Medical Department Center & School
“Sharing success stories and celebrating contributions encourages all of us to come together and work toward a larger goal.”

Prasad Kanneganti, quality operations director, Pfizer
"Bob, according to our company’s management policy, you’re just about due for a compliment."
“He showed that he cared.”

Jade Liu, Ambition Group, referring to Guy Day, managing director
Benefits of Celebrating Accomplishments

Constituents: 26% more engaged
Leaders: 31% more effective
Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.
Let’s take some more questions.
In Summary
The Five Practices of Exemplary Leadership®

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

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
The more frequently leaders demonstrate each of The Five Practices of Exemplary Leadership the more engaged people are in their workplaces.
“Where do I start becoming a better leader? .... I found that every day I had an opportunity to make a small difference.”

Sergey Nikiforov, CA Technologies

© James M. Kouzes & Barry Z. Posner. All Rights reserved.
“I could have coached someone better, I could have listened better, I could have been more positive toward people, I could have said ‘thank you’ more often, I could have…the list just went on.”

Sergey Nikiforov, CA Technologies
For more information about The Leadership Challenge visit:

www.leadershipchallenge.com
www.SonomaLeadership.com
bruce@sonomaleadership.com
We Cultivate Talent.

707.933.3882
ask@sonomaleadership.com
www.sonomaleadership.com