

# FIVE BEST PRACTICES TO EXEMPLARY LEADERSHIP

From *The Leadership Challenge*

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# LEADERSHIP

- Leadership is not about personality; it's about behavior—an observable set of skills and abilities. And when we first set out to discover what great leaders actually do when they are at their personal best, we collected thousands of stories from ordinary people—the experiences they recalled when asked to think of a peak leadership experience.
- Despite differences in culture, gender, age, and other variables, these “Personal Best” stories revealed similar patterns of behavior. In fact, we discovered that when leaders are at their personal best there are five core practices common to all; they:
  - Model the Way
  - Inspire a Shared Vision
  - Challenge the Process
  - Enable Others to Act
  - Encourage the Heart

# 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.
- ◉ They are the *physical* leader of a group, the one at the head of the charge showing others how to act and what to do.

# 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.
- ⦿ They unite the group to pursue a goal and act as the “drive” for the group which ensures that the dream is turned into a reality.
- ⦿ They are the “cheerleader” of the group who gives them the motivation to continue with what they are doing.

# 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.
- ⦿ They think outside of the box, are creative in what they do as to add “flare” to their project. This sets what they are doing apart from the “norm.”
- ⦿ They don’t necessarily do what is “normal.”
- ⦿ For example, if a promotional speech is needed, instead of being boring and writing a speech they will write a song instead.

# 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.
- They offer a sense of belong in the group-making every member feel important and valuable to the group.
- They pull ideas from everyone and form a collaborated result based on the ideas.

# 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.
- ⦿ They offer rewards and praise for tasks completed, and give incentives for projects completed on time and with a good quality.
- ⦿ This keeps the moral of the group high and gives them another reason to achieve their goals.

- ⦿ Remember there is no I in TEAM.
- ⦿ This chapter is a group effort; we all must be team players.
- ⦿ One person can not be expected to carry the work load of the entire officers.
- ⦿ Work TOGETHER, accomplish the tasks that YOU are delegated, and most of all **COMMUNICATE!** Without proper and constant communication, your group will fail.