

Five Fundamental Practices of Exemplary Leadership

- ◆ challenge the process
- ◆ inspire the shared vision
- ◆ enable others to act
- ◆ model the way
- ◆ encourage the heart

Fundamentals

Challenge the process

- ◆ leaders need not always be the originators of new products services or processes
- ◆ product/service innovations tend to come from customers, clients, vendors
- ◆ process innovations come from the people doing the work
- ◆ leaders role is to support the ideas, be willing to challenge the system in order to get new products, services, processes & systems adopted- to take a risk
- ◆ leaders role is to learn- leaders are learners & they learn from their failures as well as their successes

Inspiring a shared vision

- ◆ leaders live their lives backwards- see the results, what it will look like before even starting on a project- the vision
- ◆ can't command commitment, can inspire it
- ◆ to inspire need to know your people & speak their 'language'
- ◆ leaders who inspire use 'we' not 'I'
- ◆ leaders enable others by giving away power- discretion, authority & information is given to their people
- ◆ leadership is a relationship based on trust & confidence
- ◆ trust & confidence ↑ taking risks ↑ change

Enable others to act

Foster collaboration, not competition

- ◆ strong correlation between effective leadership & enabling others to act
- ◆ 'we' not 'I'
- ◆ collaborative leaders seen as more credible

Modelling the way

- ◆ behaviour wins respect
- ◆ leaders set the example & build commitment through simple daily acts that create progress & momentum
- ◆ small wins build confidence & commitment

Encouraging the heart

- ◆ goals are tough and exhausting
- ◆ leaders need to help people not to become discouraged, frustrated, disenchanted & give up
- ◆ leaders need to show people they can win
- ◆ recognise effort & reward progress
- ◆ need to link rewards with performance
- ◆ individual recognition & group celebration- bells, t-shirts, note cards, personalised post-its, personal thank you's, etc

Title: The Leadership Challenge
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