**HON 3397J:**

**Extraordinary Leadership:**

**Ownership and Influence**

**Session Nine:**

**The Five Practices of Exemplary Leadership**

*"Leadership and learning are indispensable to each other."*

**John Fitzgerald Kennedy**

**Abstract:**

In this session, we will present and explore Kouzes and Posner’s Five Practices of Exemplary Leadership. Students will review the results of their self and peer assessments of the Leadership Practices Inventory. By examining the feedback of their peers, students will be able to evaluate the leadership practices that they need to further develop.

**Objectives:**

*By the end of this session, students will be able to:*

* Identify significant differences between self and peer evaluation
* Articulate the specific behaviors of successful leaders
* Create a checklist of leadership practices for future reference
* Drive innovation and change by “challenging the process”

**AFTER PRE-READING:**

**LPI – How’d You Do?**

**Based on the results of your Leadership Practices Inventory, respond to the following reflection questions:**

What were the biggest gaps between your perception of your leadership practices and others’ perception of your leadership practices?

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What were your “A-Ha” moments of self-discovery?

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Where did you rate yourself higher than others rated you? Why do you think this happened?

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Where did you rate yourself lower than others rated you? Why do you think this happened?

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What actions/practices do you need to change/continue in order to minimize the gaps?

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**LPI – Moving Forward**

How do the areas where you ranked highest in your leadership practices relate to the strengths you listed before?

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How (if at all) will your findings from the LPI change your leadership style?

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**IN CLASS WORK:**

**LPI – Behaviors Checklist**

**Keep this as a checklist of your five practices.**

|  |  |
| --- | --- |
| **Model the Way** |  |
| Sets personal example |  |
| Aligns others with principles and standards |  |
| Follows through on promises |  |
| Talks about values and principles |  |
| Makes sure people support common values |  |
| Seeks feedback about impact of actions |  |
| **Inspire a Shared Vision** |  |
| Looks ahead and communicates future |  |
| Describes ideal capabilities |  |
| Talks about how future could be be better |  |
| Shows others how their interests can be realized |  |
| Communicates purpose and meaning |  |
| Is upbeat and positive |  |
| **Challenge the Process** |  |
| Challenges skills and abilities |  |
| Help others try out new ideas |  |
| Searches for innovative ways to improve |  |
| Asks “What can we learn?” |  |
| Breaks projects into smaller do-able portions |  |
| Takes initiative in experimenting |  |
| **Enable Others to Act** |  |
| Fosters cooperative relationships |  |
| Actively listens to diverse viewpoints |  |
| Treats others with respect |  |
| Supports decisions other people make |  |
| Provides leadership opportunities for others |  |
| Gives others freedom and choice |  |
| **Encourage the Heart** |  |
| Praises people |  |
| Encourages others |  |
| Expresses appreciation for people’s contributions |  |
| Creatively recognizes people’s contributions |  |
| Celebrates accomplishments |  |
| Publicly recognizes alignment with values |  |

**Your Very Best**

**Once you know and understand how you are when you’re at your very best, then you can work to be at that very best in all that you do.**

First, think about a time when you “performed” your very best as a leader. This time doesn’t have to be when you held a “leadership position,” simply when you were leading. Your experience can be during any point in your life. You might have been recognized for your work, or maybe not. The experience you decide on doesn’t matter as much as what you did to be your very best as a leader. Discuss this experience with your partner. Which leadership practices did you unconsciously employ? Be prepared to discuss with the class.

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**Core Tenet**

***Leadership is not the private reserve of a few charismatic men and women.***

*~The Leadership Challenge*

**The Ten Commitments of Leadership**

1. **Find your voice**
	* By clarifying your personal values.
2. **Set the example**
	* By aligning actions with shared values.
3. **Envision the future**
	* By imagining exciting and ennobling possibilities.
4. **Enlist others**
	* In a common vision by appealing to shared aspirations.
5. **Search for opportunities**
	* By seeking innovative ways to change, grow, and improve.
6. **Experiment and take risks**
	* By constantly generating small wins and learning from mistakes.
7. **Foster collaboration**
	* By promoting cooperative goals and building trust.
8. **Strengthen others**
	* By sharing power and discretion.
9. **Recognize contributions**
	* By showing appreciation for individual excellence.
10. **Celebrate the values and victories**
	* By celebrating a spirit of community.

**Notes and Thoughts**

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