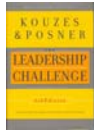


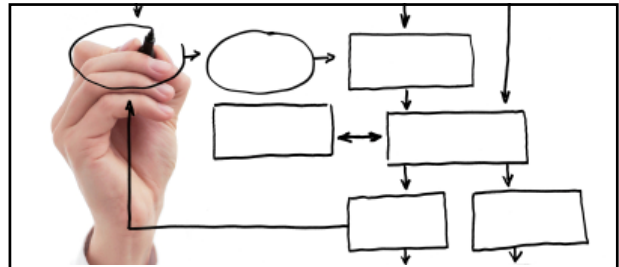
The Five Practices of Exemplary Leadership®



Steve Coats
513.755.7112
stevec@i-lead.com
www.i-lead.com



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Management Produces Order and Consistency	Planning/Budgeting Organize/Staff Controlling/Problem Solving
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Source: John Kotter



Leadership Produces Change and Movement	Establishing Direction Aligning People Motivating and Inspiring
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Source: John Kotter

Primary Focus

Managers Today's Results	Leaders Plus .. building an organization that continues to change, grow and prospers
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International Leadership Associates, 2009



“One of the top 3 reasons good people leave us is poor leadership. Poor leaders who:

- Lack **honesty**.
- Lead politically rather than through a **clearly established set of values**.
- Leaders who do not help their **staff feel like they belong**.
- Leaders who micromanage and stifle people's **growth and development**.
- Leaders who fail to enable their team members with **personal power and opportunity**.“

October 2008, major Australian Bank



Perpetual Whitewater

- Changing organization structures
- Changing customer needs/demands
- Changing workforce demographics
- Changing employee expectations
- Changing technology
- Pressure for profitable growth

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Current Situation



Dow: 13,000 (May 08); 7,000 (Recent)
Staffing: right people, right skills, right time, right price
New Presidential administration
Higher levels of fear and uncertainty

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Leadership Challenge

Organizations conspire to force us to manage and conform.
Leadership occurs when you **care enough** about something to **take action**.

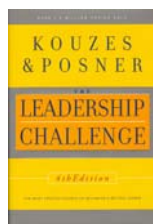
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“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

Kouzes and Posner

The Five Practices of Exemplary Leadership®

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



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Research Based

The **Five Practices** evolved from thousands of people describing what they did when they were **at their best** as leaders.

International Leadership Associates, 2009



Model the Way

Clarify values by finding your voice and affirming shared ideals.

Set the example by aligning actions with shared values.

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Model the Way

"I make the rules around here, I will be the first to live by them."



Paul Galvin
Founder - Motorola

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Model the Way

If we don't believe in the messenger, we will not believe in the message.



Kouzes and Posner

International Leadership Associates, 2009



Inspire a Shared Vision

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

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Looking to the Future



The single most important attribute of leadership is having a positive attitude and being forward thinking. Being able to help people look to the future with faith, hope and optimism.

Wilma Mankiller

International Leadership Associates, 2009

Work Without Vision

Due to the energy crisis, the light at the end of the tunnel has been turned off.

Lunchroom graffiti
Business Week, 7/9/01

International Leadership Associates, 2009



Challenge the Process

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.

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Exercise

Blue Green Red Black Purple

Blue Green Red Black Purple

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Innovative Thinking

Table Ready Lettuce

\$1.4 Billion

If someone can do this with lettuce, what in the world is our excuse!



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Think About This



A typical day at the office for me begins by asking: **What is impossible that I am going to do today.**

Daniel Lamarre,
President, Cirque du Soleil

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Enable Others to Act

Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

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Preparing for Success

Teach your children well.

Graham Nash
Crosby, Stills and Nash

Teach each other well.

International Leadership Associates, 2009



At the end of the day, we bet on people, not strategies.

Larry Bossidy, CEO
Allied Signal

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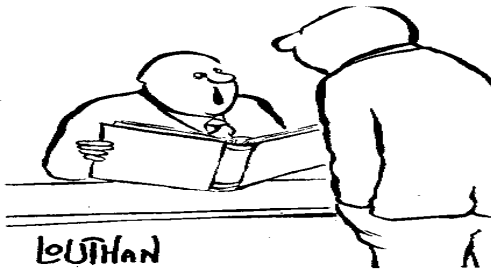
Encourage the Heart

Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.

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Briefcase



"Bob, according to our company's management policy, you're just about due for a compliment."

Research

Do You Need Encouragement to Perform at Your Best?

At first the answers surprised us. Only about **60%** reported that they needed encouragement to do their best work.

So we reframed the question: When you get encouragement, does it help you perform at a higher level?

This time, **98%** said yes and only **2%** said no.

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Happy Boss's Day From Each One Of Your 16,000 Employees.

- For remembering every one of our names.
- For supporting the Ronald McDonald House.
- For helping load baggage on Thanksgiving.
- For giving every one a kiss (and we mean everyone).
- For listening.
- For running the only profitable major airline.
- For singing at our holiday party.
- For singing only once a year.
- For letting us wear shorts and sneakers to work.
- For golfing at the LUV Classic with only one club.
- For outtalking Sam Donaldson.
- For riding your Harley Davidson™ into Southwest Headquarters.
- For being a friend, not just a boss.

This Boss's Day ad was entirely paid for through the contributions of Southwest Airlines' Employees © 1994

