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"Credibility makes a difference and leaders must take it personally. To be credible in action, leaders must know what they stand for. Then they must put what they say into practice and act on their beliefs."

—from *The Leadership Challenge, 4th Edition* by Jim Kouzes & Barry Posner

Welcome to The Leadership Challenge Newsletter!

This monthly publication shares stories, examples, and information about the impact of The Leadership Challenge in all kinds of organizations. As always, [please let us know how we are doing](#), we may even contact you about featuring your ideas and stories in future editions of this newsletter.

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Thoughts on the Model

Credible leadership is built on trust. And at Meridian Leadership Institute—a Platinum Sponsor of The Leadership Challenge Forum 2011—they've created a formula for success that has helped the 11,000-member Meridian Health system achieve a culture of excellence and garner recognition from all corners: employees and clients to The Gallup Organization and ranked a Fortune 100 Best Companies to Work For in America. [More](#)

Tips and Techniques

Leadership is personal. And developing a personal credo—one that articulates who we are, what we believe, and what we stand for—is the first step in becoming a credible leader. With detailed scripting and a Personal Credo Worksheet, Jim Kouzes and Barry Posner offer the tools you need to help your next group of aspiring leaders launch their credibility journey. [More](#)

Ask an Expert

Certified Master Hugh Blane draws from his own experience—leaving behind the security of the 'known' to launch a new consulting firm—to demonstrate how The Five Practices can serve as a clear and reassuring road map for creating the extraordinary while battling the prevailing winds of stability and control. [More](#)

Rants and Raves

'Challenge is the crucible for greatness' is one lesson blogger Dan Mulhern sees applying in politics and sports, and in his own new professional venture. His recent post at [Reading for Leading](#), considers what we all can do in the crucible to become our "new best self". Then listen in as Barry Posner shares his thoughts and insights into *The Truth About Leadership* with Kevin Spafford, Host of Leave a Legacy TV. [More](#)

What We're Reading

Credibility: How Leaders *Gain and Lose* it – Why people demand it

If ever we needed a renewed discussion of credible leadership, it is now! From every corner

we continue to be rocked by new discoveries of greed, self-interest, and outright lawlessness. What may have begun in business with Enron and Tyco continues well into this decade with Wall Street and Fannie Mae. On any given day, exposés describing the amoral behavior of leaders in countries around the world, in our churches, in the halls of Congress here at home, and in any number of our statehouses make national headlines.

So what are we to do? What positive actions can any of us take to restore trust and confidence, and to rebuild and strengthen credibility over time?

Fortunately, with the publication this month of the all new and revised [*Credibility: How Leaders Gain and Lose It, Why People Demand It*](#), Jim Kouzes and Barry Posner have given us not only the tools to take action to strengthen our leadership credibility but, importantly, a reason for hope.

In this very first revision of the original, published in 1993, Jim and Barry have continued to build on their original research and now have taken the study of credible leadership even more broadly. Ninety percent of this edition's cases are new, and reflect the changing landscape of our time. Fresh examples illustrate the new context of open organizational environments in which we work and the commonalities that abound among leaders around the globe—from Asia, Europe and the Middle East to North and South America—striving to achieve the extraordinary.

Anecdotes and stories of leaders and constituents bring to life nearly 30 years of research as *Credibility* examines the six core disciplines required to build and sustain credibility:

1. **Discover Yourself** begins the credibility journey through self-reflection of credos, competence, confidence, and character.
2. **Appreciate Constituents** underscores the importance of listening—and listening well—to the dreams and aspirations of others and keeping their best interests at heart.
3. **Affirm Shared Values** demonstrates the importance of building commitment to find common ground among diverse viewpoints and resolve conflicts on the basis of principles, not position.
4. **Develop Capacity** focuses on the need for leaders to continually build competence and confidence, provide space and freedom for constituents to make choices, and create a culture that accepts mistakes as a way of learning from experience.
5. **Serve a Purpose** revisits one of the book's fundamental truths—constituents do not serve leaders; leaders serve constituents—to examine the many ways that credible leaders go first, stay in touch, admit mistakes, and make meaning.
6. **Sustain Hope** reminds us all that “hope is an attitude in action” and shows how credible leaders keep hope alive by painting positive images of the future, working in the trenches through good times and bad, and setting the bar with the kind of positive, confident, can-do approach that is essential to achieving the highest levels of performance.

“The only antidote to the increased cynicism and stresses of these times,” the authors declare, “is renewed faith in human capacity and an intensely optimistic belief that together leaders and constituents can overcome the difficulties of today and tomorrow.”

Credibility: How Leaders Gain and Lose It, Why People Demand It touches all the right chords as it offers up this ever—more relevant and important examination of just what it takes for everyone to contribute to the renewal of trust and understanding in our ongoing

struggle to build and sustain credibility.

And for those looking for a great tool to extend the practice of the disciplines and principles described in the book, a companion volume, [Strengthening Credibility: A Leader's Workbook](#), will publish simultaneously to provide many developmental and application exercises for aspiring leaders.

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