

PRACTICE I

MODEL THE WAY

Objectives

As a result of this experience, participants will be better able to:

- Identify the two commitments of Model the Way.
- Identify the four key characteristics that fifty percent or more of constituents admire and look for in their leaders.
- Describe what credibility is and why it is the foundation of leadership.
- Identify the values or principles that will guide their actions.
- Identify specific actions they will take to model their values.
- Recognize their own strengths and weaknesses in the practice of Model the Way.
- Identify specific actions for implementing Model the Way in the workplace.

Agenda

Two-Day Schedule

Model the Way

1:00 – 1:30	Lecturette LPI Review Characteristics of an Admired Leader Credibility
1:30 – 2:00	EXPERIENTIAL: Personal Values Card Sort
2:00 – 2:20	EXERCISE: Credo Memo
2:20 – 2:40	DVD/VIDEO: Model the Way
2:40 – 2:45	Align Actions with Values
2:45 – 3:00	BREAK

Three-Day Schedule

Model the Way

1:00 – 1:30	Lecturette Characteristics of Admired Leaders Source Credibility
1:30 – 2:00	EXPERIENTIAL: Personal Values Card Sort
2:00 – 2:20	EXERCISE: Credo Memo
2:20 – 2:45	DVD/VIDEO: Model the Way
2:45 – 3:00	BREAK
3:00 – 4:00	Lecturette – Align Actions with Values
4:00 – 4:30	Next Personal Best with Consulting Partner
4:30 – 4:45	Summary and Wrap-Up

Specific Materials Needed

PowerPoint™ presentation

Characteristics of an Admired Leader
with the group's percentages

Video Case Study (see *The Leadership Challenge DVD*)

Introduction to Model the Way

The Two Commitments

“A leader needs a philosophy, a set of high standards by which to be measured, a set of values and principles. Leaders also need plans — maps to help guide people, yet not so complex that they stifle action.”



Refer to slide, Model the Way, and read aloud:



2 & 3-day
p. 26

Find your voice by clarifying your personal values.

Set the example by aligning actions with shared values.

“Position may give authority, but it’s **behavior** that **earns respect**. Leaders stand up for their beliefs and they also practice what they preach.”



Note to trainer: Here is a preview of the key concepts of the “Model” unit:

Find your voice by clarifying your personal values.

- Clarify personal values
- Write your credo

Set the example by aligning actions with shared values.

- Unify constituents around shared values
- Align actions with values

LPI Scores



2 & 3-day
p. 27

Instruct participants to take a moment to review their LPI scores and transfer their scores for Model the Way to the **LPI Review** page. Then have them take a moment to answer the questions.



Foreshadow the Involving My Team section of the Committing unit. Emphasize the need to continue thinking how they can share what they've learned with their team.

“As you go through this section, think about how sharing your LPI scores with your team will give you the opportunity to model trusting others, receiving feedback openly and committing to personal development.”

Clap Activity (Optional)

Have everyone get up out of their seats and in a standing position have the group clap with you a few times ... once, twice, three times, etc.

“Now, we're going to see if we can get the whole group to clap together in perfect unison. Let's establish the instructions: I'll count to three, and RIGHT on three, you clap.

“Ready, hands in ready position... One... Two (Clap your hands) ... Three.” (The group usually claps automatically when you do.)

“Now, what did you follow?” (Your actions, not your words).

“Even though many of you may have done this exercise before... you still ‘fell for it.’ It just goes to show that the model we set with our actions is far more powerful than anything we say.”

Characteristics of an Admired Leader



Refer to slide, Characteristics of an Admired Leader, completed with the group’s results.



2 & 3-day
p. 28

“Remember that you have completed the CAL Survey as prework. These are the results of this group’s responses.”

Instruct the group to record these ratings if they wish. Have the group identify and circle the top four percentages.



Show slide, Characteristics of an Admired Leader (completed with the national data).

“Over 100,000 people have been surveyed overall. This data represents the most current sample available. We asked people to select 7 of 20 characteristics (just like you’ve done). The top vote-getters (those that get 51% or more of the votes) have been consistent over time.”



2 & 3-day
p. 28

Instruct the group to record these norms if they wish. Again, identify the top four characteristics. Compare and contrast them with the group’s ratings.

“The current norms represent the most recent sample of people surveyed. Kouzes and Posner have been collecting data with this checklist for over 20 years, and these same four characteristics have always led the list, though exact percentages have shifted over the years.”



Refer to slide, Desired Characteristics of a Leader.

“Let’s look more closely at these four traits:

- Honest
- Forward looking
- Competent
- Inspiring

Source Credibility



2 & 3-day
p. 29

“Communication researchers have found that our willingness to believe what another person says — whether leader, sales person, teacher or minister — has to do with the extent to which we believe that person has credibility.”



Refer to slide, Source Credibility:

- Trustworthiness
- Expertise
- Dynamism

“These words were the words social psychologists used to define the components of credibility.

“Compare these words with the words from the Kouzes/Posner study. Do you notice any similarities?”

Ask participants what they notice. (Honest matches with trustworthiness, expertise matches with competent, and dynamism matches with inspiring.)

“We want leaders who are **credible** and **forward looking** (or visionary).

“What Kouzes and Posner found is that credibility is the foundation upon which leaders build their visions of the future. People won’t believe the message if they don’t believe in the messenger!”



Show slide, The Impact of Values on Commitment.



Show slide, High Management Credibility.



2 & 3-day
p. 30

“Kouzes and Posner conducted research on companies in which top management is perceived as highly credible. When individuals perceive their manager to have high credibility, they:

- Are proud to tell others they’re part of the organization
- Feel a strong sense of team spirit
- See own values as consistent with the organization’s
- Feel attached & committed to the organization
- Have a sense of ownership of the organization

“The benefits of having high management credibility are quite significant.”



Show slide, **Low Management Credibility**. “When individuals perceive their manager to have low credibility, they:



2 & 3-day
p. 30

- Produce only if watched
- Are motivated by money
- Say good things about organization publicly, but criticize it privately
- Consider looking for another job in tough times
- Feel unsupported & unappreciated

“Contrast high credibility with low credibility findings. The unmistakable conclusion: Credibility matters.”



Ask the question, **What is credibility behaviorally?**
What do people do to be viewed as credible?

Participants will say things like: Walking your talk, practicing what you preach, and doing what you say you will do.



Show slide, **DWYSYWD**.

“**Doing what you say you will do** is the key to earning and maintaining credibility.

“**DWYSYWD** is the central rule of Model the Way.”



Explain why a “W” should replace the “Y”s for leaders. Leaders represent the organization, not just themselves. So for leaders, it’s do what **we** say **we** will do.

FIND your Voice

The first Model Commitment:

Find your voice by clarifying your personal values.

- Clarify personal values
- Write your credo

Clarify Values

“Values set parameters for the hundreds of decisions we make every day. Before we can model consistency between our values and our actions, we have to be clear on what our core personal values are.

“Each and every one of us earns credibility as a leader on a daily basis. To be a leader, we have to Model the Way for others by demonstrating intense commitment to our beliefs with each and every action. Doing so begins by finding our voice—by clarifying our values and expressing these values in unique ways.”

Values Card Sort

Clarification of values begins with becoming more self-aware. This is an opportunity for you to sort out your personal values.

Instructions



2 & 3-day
pp. 32-33

Refer participants to the Workbook and set up the instructions.

Divide the Values Cards into three piles:

- values that are **extremely important** to you
- values that are **moderately important** to you
- values that are **not important** to you

Think about the values that are most important to you personally as you sort through the cards. Try to get the most important stack down to five values. Once you've chosen five, write them in the space below and define what each value means to you.

Have each participant discuss their five values with a partner.

Ask:

1. Why did you choose these values?
2. Are you living out each value on a daily basis?

Credo Memo

Instructions



2 & 3-day
p. 34

Refer participants to the Workbook and set up the instructions.

“This activity gives you an opportunity to clarify your values and express them to your constituents.”

1. **Write a credo memo.** Explain the situation printed in their Credo Memo (next page).

“Imagine that you are about to take a six-month sabbatical and your team will be managing without you. Before you leave, you have just enough time to write a brief memo that explains your key values guiding principles. Collect your thoughts and write your memo on the worksheet page.”

Credo Memo

Date:

To:

From:

Subject:

I have decided to take a six-month sabbatical. During that time, I will be unable to communicate with you in any way -- not by letter, telephone, fax, e-mail or messenger. Therefore, I have written the following memo on how I would like you to run our business in my absence. These operating principles should help guide your decisions.

I'll be back in six months.

2. **Share your credo memo.** With a partner, read aloud your credo memo or present it aloud using your notes. Allow the partner to play back to you the values they see and hear. Did they hear (match) what you intended?



After all the presentations, ask participants: “Do the people you work with know these are your values? How do they know?” Invite some brief discussion.

Unify Constituents



Show slide, Shared Values Make a Difference.



2 & 3-day
p. 35

Shared Values Make a Difference

People feel:

- Less personal and job-related stress
- That organizational policies are guided by ethical standards
- That organizational goals are important
- More personally successful
- More committed to the organization and to key stakeholders
- More willing to work harder and longer hours
- Clearer about organizational values

“Leaders take stands on their values. One of the difficulties of leadership is that leaders must take stands. What leaders take stands on are **values, beliefs** and **principles**. What we’re modeling is those values that we hold near and dear and are shared within our organization. When people judge us on our credibility, they see us not only Doing What We Say We Will Do, but also modeling our values.”



Refer back to the slide, **High Management Credibility**.

“One of the key points of high management credibility is point three — see their own values as similar to the organization’s. When a leader and constituents share a common set of values, the payoff is awesome. In studying more than 3,000 managers from around the country, Kouzes, Posner and Warren Schmidt found that people feel differently about the organization when **clear, strong values are shared** across the board.

“How can we communicate our values in the most powerful way possible? — by what we *do*; not by what we *say*.

“We will take a look at the most impactful aspect of Model the Way: **Aligning our Actions** with our Values.”

Remind participants that they will also share their visions with some colleagues. They may want to spend some time **clarifying their visions**. They will have limited time to prepare.

Set the example by aligning actions with shared values.

- Align actions with values.
- Unify constituents around shared values.

Video Case Story and Debrief



Insert DVD in player. Select “Model the Way” segment.
Ask participants to pay attention to values and actions.



2-day p. 36
3-day p. 37

“Take notes on what values are espoused and what actions are demonstrated by the leader and others in the organization.”

Debrief after showing DVD. What did you observe?
Record responses.

Align Actions with Values

“Leaders’ actions make their vision and values tangible. Leaders take a stand for values. They are proactive in seeking opportunities in their daily interactions with customers, employees, suppliers, etc. to demonstrate their values.”



Show slide, Align Actions With Values. Read aloud and discuss.



2-day pp. 37-38
3-day pp. 38-39

- Spending Time
- Critical Incidents
- Stories
- Communications and Interactions
- Symbols and Rituals
- Rewards

Values in Action Activity



2-day p. 39-40
3-day p. 40

Introduce, Values in Action Sample, and review the sample. The core value on the sample is “customer service action.”

Great Ideas Brainstorm (3-day only)

After reviewing the sample, invite the group to share “great ideas” of things they’ve seen other leaders/ managers do that were effective, creative, or had lasting impact in reinforcing a value.



The purpose of this brainstorm is to create ideas and energy for the Values in Action Worksheet activity. It’s often difficult for participants to get going on the worksheets on their own without a catalyst.

There is a page for people to jot down great ideas.

Values in Action (3-day only)



3-day p. 41

Mention that on page 40 (page 41 in 3-day) there is a worksheet that can be used after the workshop as a tool for personal or team development.

Instruct participants to get into small groups according to different organizational values that they want to put into action. Groups can volunteer for a value or facilitator can assign the values.



3-day p. 42

The group has 10 minutes to complete the Values in Action Worksheet and come up with as many actions to support their value as possible.

At the end of their brainstorm, they will present their ideas to the group! They can record their ideas on flipchart or present their ideas in a creative way.

An extra Values in Action Worksheet is provided for participants to use personally or with their teams.

Pulling It Together



Refer to slide, Pulling It Together.

“Model” Commitments

Find your voice by clarifying your personal values.

Set the example by aligning actions with shared values.



3-day p. 43

Three-Day only: “Take a minute to think about how you might apply what you have learned about modeling. On the Summary Notes page, jot down any ideas and summary notes about things to change, improve, or do differently to summarize your learnings in this unit.”

Summary: Model the Way

“In Model the Way, we learned why credibility is the foundation of leadership. And, we clarified our own values and planned specific actions to model them.



“Next we’ll be looking at how to Inspire a Shared Vision and how to Challenge the Process to move out of the status quo.”

Conclude with logistical next steps such as time and place of dinner and/or cocktails (if applicable), as well as a reminder of tomorrow’s start time. (3-day only)

