The Five Practices of Exemplary Leadership®

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Management
Produces Order and
Consistency
Planning/Budgeting
Organize/Staff
Controlling/Problem Solving

Source: John Kotter

Primary Focus
Managers
Leaders
Today’s Results
Plus .. building an organization that continues to change, grow and prospers

Source: John Kotter

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

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

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

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

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

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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

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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
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.

Innovative Thinking

Table Ready Lettuce

$1.4 Billion

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

Enable Others to Act

Foster collaboration by building trust and facilitating relationships. Strengthen others by increasing self-determination and developing competence.

Exercise

Blue Green Red Black Purple

Blue Green Red Black Purple

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

Preparing for Success

Teach your children well. Graham Nash Crosby, Stills and Nash

Teach each other well.
At the end of the day, we bet on people, not strategies.
Larry Bossidy, CEO

**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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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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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.