

# Kouzes and Posner's 5 Practices of Exemplary Leadership and 10 Commitments of Leadership

## **Model the Way:**

1. Clarify values by finding your voice and affirming shared ideas
2. Set the example by aligning actions and shared values

## **Inspired a Shared Vision:**

1. Envision the future by imaging exciting possibilities
2. Enlist others in a common vision by appealing to shared aspirations

## **Challenge the Process:**

1. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
2. Experiment and take risk by constantly generating small wins and learning from experience

## **Enable Others to Act:**

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

## **Encouraging the Heart:**

1. Recognize contributions by showing appreciation for individual excellence
2. Celebrate the values and victories by creating a spirit of community

## Strengths and Opportunities

### **Strengths:**

Which of these leadership practices and behaviors are you most comfortable using as a leader? Why? Can you do more to strengthen these areas?

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### **Opportunities for Improvement:**

Which of these leadership practices do you use less frequently? What could you do to feel more comfortable using them?

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# Using Kouzes and Posner's 5 Principles of Leadership: Leadership Practices and Behaviors

## **Model the Way:**

- I set a personal example of what I expect of other people
- I spend time and energy making sure people in the organization adhere to the principles and standards that the organization stands for through the mission and goals
- I follow through with promises and commitments I make in the organization
- I find ways to get feedback about my performance and attitude in the organization
- I build consensus on an agreed-on set of values for the organization

## **Inspired a Shared Vision:**

- I communicate my beliefs about what could affect the organization in the future
- I describe to others members in the organization what we should be able to accomplish
- I speak with others about how much better the organization could be in the future
- I help members see how they can further their own leadership development through helping the organization
- I am positive when I talk about what our organization wants to accomplish
- I speak with conviction about the higher purpose and meaning of what we are doing

## **Challenge the Purpose:**

- I look for ways to develop and challenge myself to grow in my abilities and skills
- I encourage others to try out new ideas
- I stay current on events and initiatives that might affect our organization
- When things do not go as well as planned, I ask "What can we learn from this experience?"
- I make sure that we set goals and make plans for new projects
- I experiment with the way our organization can do things to find the best method

## **Enable Others to Act:**

- I foster cooperative relationships among people I work with
- I actively listen to diverse points of view
- I treat others with dignity and respect

- I support the decisions that other people in the organization make on their own
- I give others a great deal of freedom and choice in deciding how to do their work
- I provide opportunities for others to take on leadership responsibilities

**Encourage the Heart:**

- I praise people for a job well done
- I encourage others as they work on projects in our organization
- I find ways for our group to celebrate our accomplishments
- I express appreciation for others achievements
- I try to creatively recognize the contributions of others in the group

# Leadership Development Worksheet

## Semester Action Plan

Name: \_\_\_\_\_

Date: \_\_\_\_\_

What leadership skills are you hoping to develop during the semester?

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What organizational goal do you hope to accomplish?

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When do you wish to complete the goal?

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What steps will you take to try to achieve this goal?

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How will you know when you have achieved your goal?

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Who are the individuals that will need to be involved to achieve the goal?

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What challenges or obstacles do you anticipate?

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How do you plan to overcome these challenges?

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# End of the Semester Progress Report

Name: \_\_\_\_\_

Date: \_\_\_\_\_

What leadership skills were you able to develop during the semester?

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What challenges and obstacles came up and how did you address them?

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When did you excel as a leader?

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What did you learn about yourself as a leader?

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What leadership skills do you need to continue to work on improving for the future?

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What actions will you take next semester to work on improving those skills?

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What organizational goals are you interested in addressing in the upcoming semesters?

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# Ten Tips for Becoming a Better Leader

## **Tip 1: Be Self Aware**

- Be alert to your impact on others as you are leading and participating in a team
- Listen to your emotions and learn how they affect you

## **Tip 2: Manage Your Emotions**

- Good leaders manage their feelings instead of their feelings managing them
- Acknowledge your feelings and decide on the most effective and productive way to deal with the problem

## **Tip 3: Seek Feedback**

- Ask for people to report on your strengths and areas for improvement as a leader
- Create a plan to address weaknesses and continue to use strengths
- Don't get defensive or angry

## **Tip 4: Take the Initiative**

- The best leaders are proactive, they take the initiative to find and solve problems
- Learning should be constant and continuous

## **Tip 5: Seek Help**

- Find a mentor for feedback and support

## **Tip 6: Set Goals and Make a Plan**

- Leaders set goals that are high but not out of reach
- Goals should be public and leaders should have a step by step plan to achieve them

## **Tip 7: Practice, Practice, Practice**

- Leaders are Learners
- Practice gives you the chance to become comfortable with new methods, behaviors, and strategies

## **Tip 8: Measure Progress**

- Decide what success is and how to identify it
- Measure what is reality – assess frequently

## **Tip 9: Reward Yourself**

- Connect your performance with rewards

## **Tip 10: Be Honest with Yourself and Humble with Others**

- Humility earns credibility with others
- Admit our mistakes and try to fix them

Kouzes, J. & Posner, B. (2008). *The Student Leadership Challenge: Five practices for exemplary leaders*. San Francisco, CA: Jossey-Bass.