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?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

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?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

What organizational goal do you hope to accomplish?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

When do you wish to complete the goal?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

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

How will you know when you have achieved your goal?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

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

What challenges or obstacles do you anticipate?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

How do you plan to overcome these challenges?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
End of the Semester Progress Report

Name: _______________________________________________________

Date: _________________________

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

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

When did you excel as a leader?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

What did you learn about yourself as a leader?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

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

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

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