

## 10 Commitments of Leadership

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

Practices of Exemplary Leaders

Kouzes & Posner

### Challenging the Process:

1. Search out challenging opportunities to change, grow, innovate, and improve.
2. Experiments, take risks, and learn from the accompanying mistakes.

### Inspiring a Shared Vision:

3. Envision an uplifting and ennobling future.
4. Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.

### Enabling Others to Act:

5. Foster collaboration by promoting cooperative goals and building trust.
6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

### Modeling the Way:

7. Set the example by behaving in ways that are consistent with shared values.
8. Achieve small wins that promote consistent progress and build commitment.

### Encouraging the Heart:

9. Recognize individual contributions to the success of every project.
10. Celebrate team accomplishments regularly.

## How To Improve Your Leadership Style in Each of These Areas



### **Challenging the Process**

Leaders are pioneers – people who search out opportunities and step into the unknown. They are willing to take risks. They innovate and experiment. They treat mistakes as learning opportunities. Leaders also stay prepared – physically, mentally, and emotionally – to meet whatever challenges may confront them.

#### Strategies of People who Challenge the Process

- Searching out challenging opportunities to change, grow, innovate, and improve.
- Experimenting, taking risks, and learning from the accompanying mistakes.

#### Suggestions for Improving in Challenging the Process

- Hold a meeting with members and ask them what really annoys them about the organization. Commit to changing three of the most frequently mentioned items that are hindering success.
- Reward risk takers. Praise them. Give them prizes. Give them the opportunity to talk about their experiences and share the lessons they've learned. It's money in the bank.



### **Inspiring a Shared Vision**

Leaders spend considerable effort gazing across the horizon of time – imagining what kind of future they would like to create. Through enthusiasm and skillful communication, leaders enlist the emotions of others to share the vision. They show others how mutual interests can be met through commitment to a common purpose.

### Strategies of People who inspire a Shared Vision

- Envisioning an uplifting and ennobling future.
- Enlisting others in a common vision by appealing to their values, interests, hopes and dreams.

### Suggestions for Improving in Inspiring a Shared Vision

- Turn what you imagine about the future into a five- to ten-minute “vision speech” for your organization. Keep the written speech in your daily planner. Review it daily, revising and refining, as you feel moved to do so.
- Envision yourself ten years from now. Write an article about how you’ve made a difference in the last decade – how you’ve contributed to your job, your organization, your family, and your community.



### Enabling Others to Act

Leaders gain the support and assistance of all those who must make the project work or who must live with the results. They stress cooperative goals and build relationships of mutual trust. Leaders make others feel important, strong, and influential.

### Strategies of People who Enable Others to Act

- Fostering collaboration by promoting cooperative goals and building trust.
- Strengthens people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

### Suggestions for Improving in Enabling Others to Act

- Find ways to increase interactions among people who need to work more effectively together. Teamwork and trust can only be built when people interact informally as well as formally.
- For the next two weeks, commit to replacing the word “I” with “we.” As a leader you can do the job alone; extraordinary things are accomplished as a result of group efforts, not individual efforts. “We” is an inclusive word that signals a commitment to teamwork and sharing. Use it liberally.



## **Modeling the Way**

Leaders are clear about their business values and beliefs. They keep projects on course by behaving in a way that is consistent with these values – by modeling how they expect others to behave. Leaders also make it easier for others to achieve goals by focusing on key priorities and breaking down big projects into achievable steps.

### Strategies of People who Model the Way

- Setting the example by behaving in ways that are consistent with shared values.
- Achieving small “wins” that promote consistent progress and build commitment.

### Suggestions for Improving in Modeling the Way

- Clarify your personal credo – the values or principles that you believe should guide your part of the organization. Make sure that you communicate your credo orally and in writing to your key constituents. Post it prominently for everyone to see.
- Keep track of how you spend your time. Check to see whether your actions are consistent with your team’s values. If you find inconsistency figure out what you need to do to align your actions with the values.
- Set goals that are achievable. Tell people what the key milestones are so that they can easily see their progress



## **Encouraging the Heart**

Leaders must give encouragement and recognition if people who are to persist, especially when the climb is steep and arduous. To continue to pursue the vision, people need heart.

### Strategies of People who Encourage the Heart

- Recognizing individual contributions to the success of every project.
- Celebrating team accomplishments regularly

### Suggestions for Improving Encouraging the Heart

- Tell a public story about a person in your organization who went above and beyond the call of duty.
- Say “thank you” when you appreciate something that someone has done.