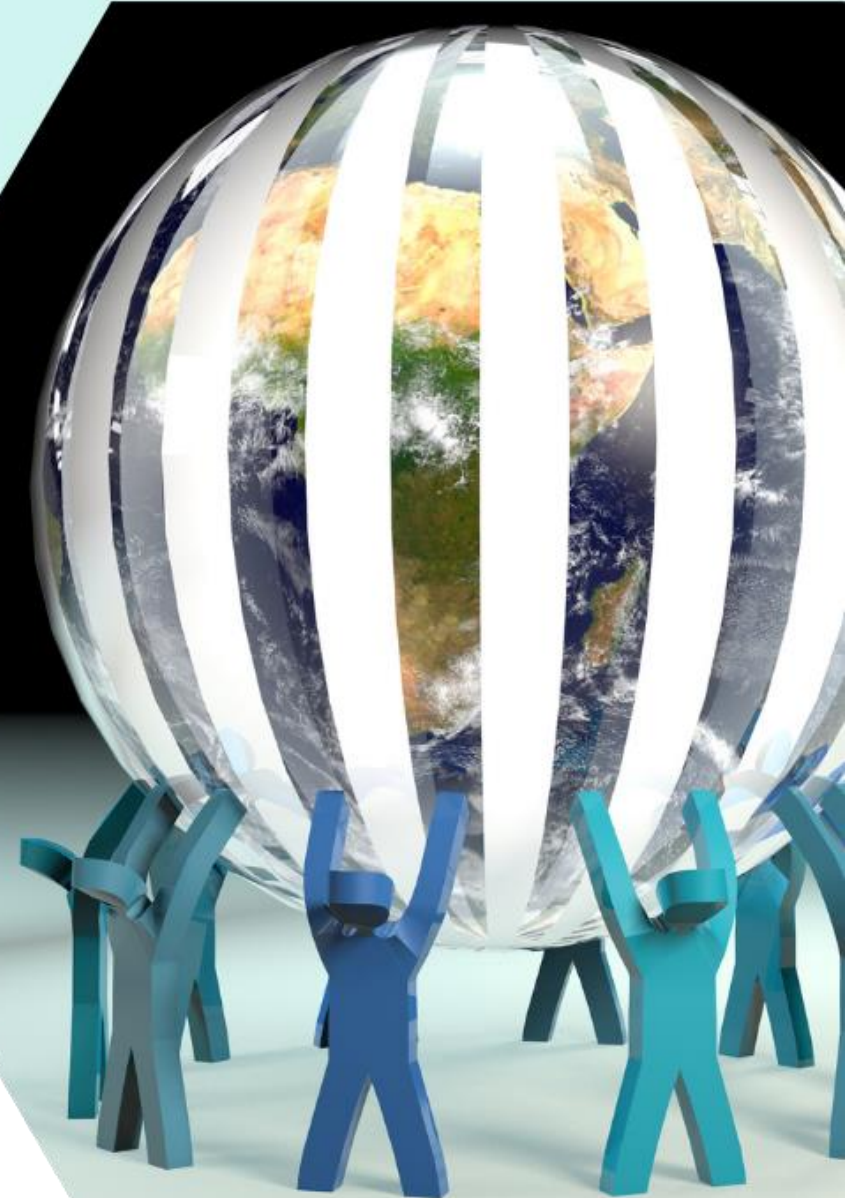




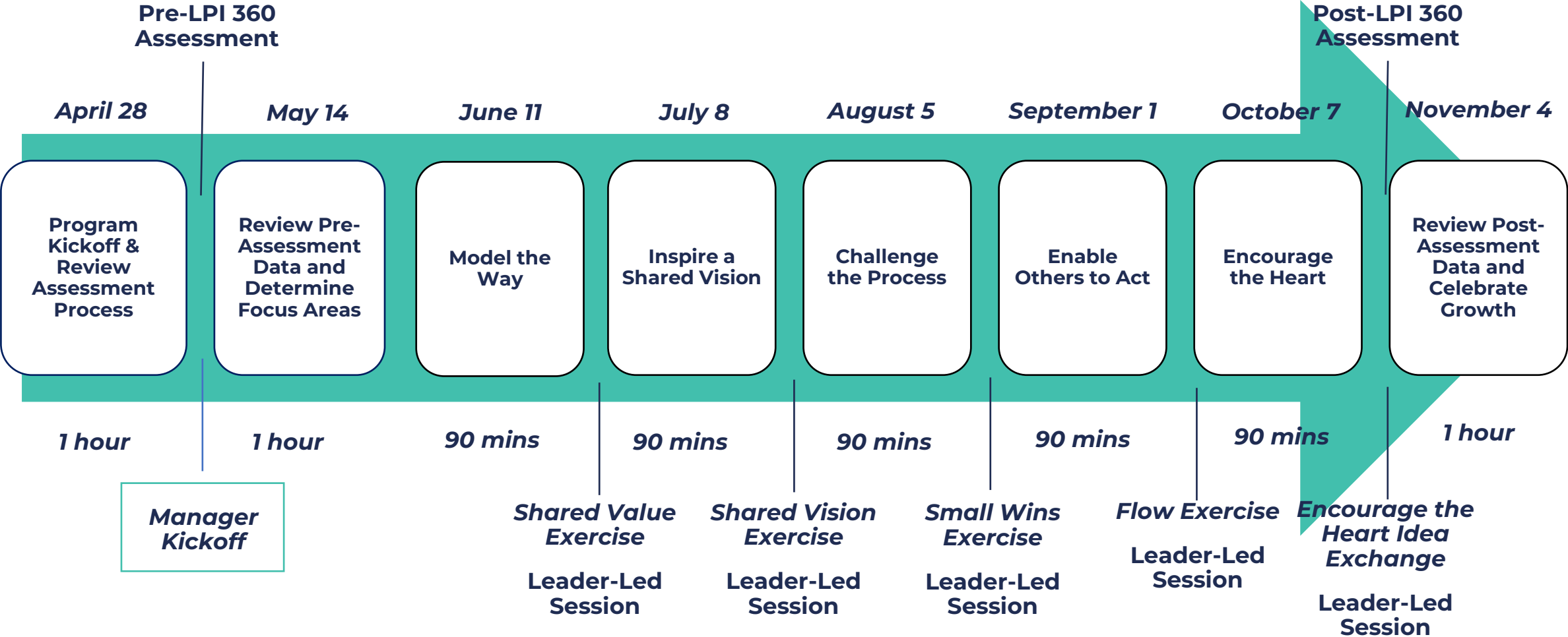
The Leadership Challenge Program

Model the Way

AP Cohort 1



AP Region 1 Development Process



Participants will also work with an accountability partner (from the cohort) and engage in application exercises throughout the process.



Our Agenda

- Review Model the Way behaviors
- Clarify and communicate your core values and beliefs
- Set the example for others by aligning your actions with shared values

Ice Breaker

Put your answers in the **chat**:

If money, talent, or time were no barriers, what skill would you like to possess that you currently do not?



Action Items for Today's Session

- **Review** the Model the Way chapters in *The Leadership Challenge* book.
- **Submit** your 2-3 focus behaviors using the QR code.
- **Listen** to the *TalentGrow* podcast, [episode 188: The Leadership Challenge: Master the Five Practices of Exemplary Leadership with Jim Kouzes](#).
- **Meet** with your accountability partners and discuss the following questions:
 - What surprised you about the background and/or findings from the leadership research Jim Kouzes talked about in the podcast episode?
 - What is the connection between mindset and leadership?
 - Share your focus behaviors and why you chose them.
- **Actively practice** your 2-3 newly identified focus behaviors.

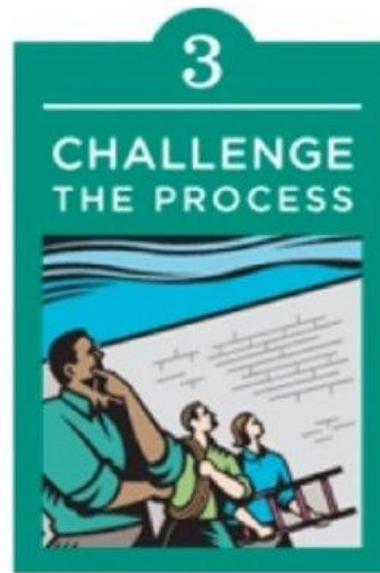
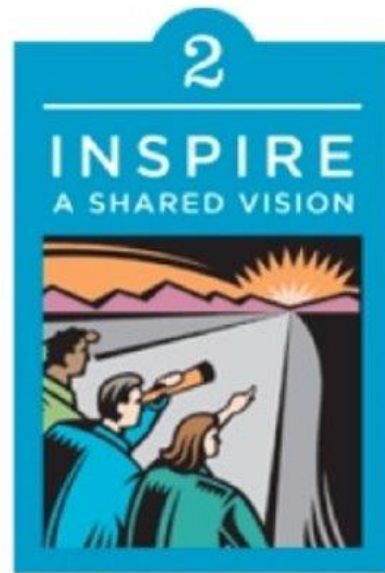
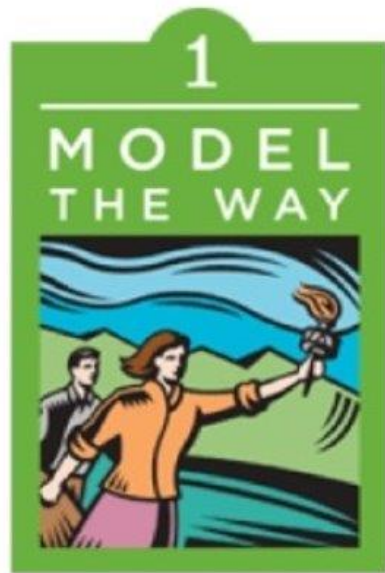
Breakout Groups: Action Items Discussion



In your small groups, discuss the following questions:

- What surprised you about the background and/or findings from the leadership research Jim Kouzes talked about in the podcast episode?
- What is the connection between mindset and leadership?

Choose a spokesperson to share your breakout group's thoughts with the larger group.



The Five Practices of Exemplary Leadership®

Influence



What does INFLUENCE mean to you?

Model the Way – Commitments:

- Clarify and communicate your fundamental values and beliefs
- Set the example for others by aligning your actions with shared values

My Model the Way Feedback

- ☐ Use the chart on **P.40** to plot your Self & Observer scores for each behavior in this practice.
- ☐ Note if any of these behaviors are your 2-3 focus behaviors.
- ☐ Add your initial reactions in the space provided on **P.41** of the participant workbook.

Model the Way Behaviors

1. Sets a **personal example** of what he/she expects.
6. Makes certain that people **adhere to the principles** and standards that have been agreed to.
11. **Follows through** on promises and commitments that he/she makes.
16. **Asks for feedback** on how his/her actions affect other people's performance.
21. **Builds consensus** around a common set of values for running our organization.
26. Is **clear** about his/her **philosophy of leadership**.

Characteristics of Admired Leaders

NORMS	CHARACTERISTIC	NORMS	CHARACTERISTIC
28	Ambitious	84	Honest
40	Broad-Minded	17	Imaginative
23	Caring	5	Independent
66	Competent	66	Inspiring
31	Cooperative	47	Intelligent
22	Courageous	18	Loyal
39	Dependable	17	Mature
22	Determined	10	Self-Controlled
35	Fair-Minded	32	Straightforward
62	Forward-Looking	37	Supportive

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Characteristics of Admired Leaders

- Honest
- Competent
- Inspiring
- Forward-Looking

Source Credibility

- Trustworthy
- Expertise
- Dynamism

Characteristics of Admired Leaders

- Honest → □ Trustworthy
- Competent → □ Expertise
- Inspiring → □ Dynamism
- Forward-Looking



Impact of Values Clarity on Commitment



Defining YOUR Values

Core values are the moral judgments, responses to others, and commitments to personal and organizational goals that:

- ❑ Help us determine what to do and what not to do.
- ❑ Influence every aspect of our lives.
- ❑ Set the parameters for the decisions we make every day.

Dependability
Trust
Challenge
Growth
Healthy
Strength
Intelligence
Teamwork
Innovation
Equality
Respect

Curiosity
Wisdom
Power
Harmony
Recognition
Flexibility
Productivity
Humor
Diversity
Autonomy
Courage

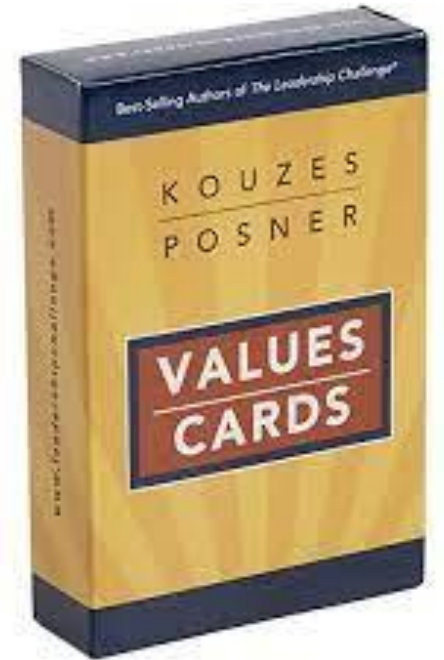
Security
Empathy
Quality
Beauty
Discipline
Creativity
Patience
Effectiveness
Service
Truth
Hope

Happiness
Loyalty
Communication
Open-mindedness
Love/Affection
Competence
Independence
Decisiveness
Success
Honesty/Integrity

Defining YOUR Values

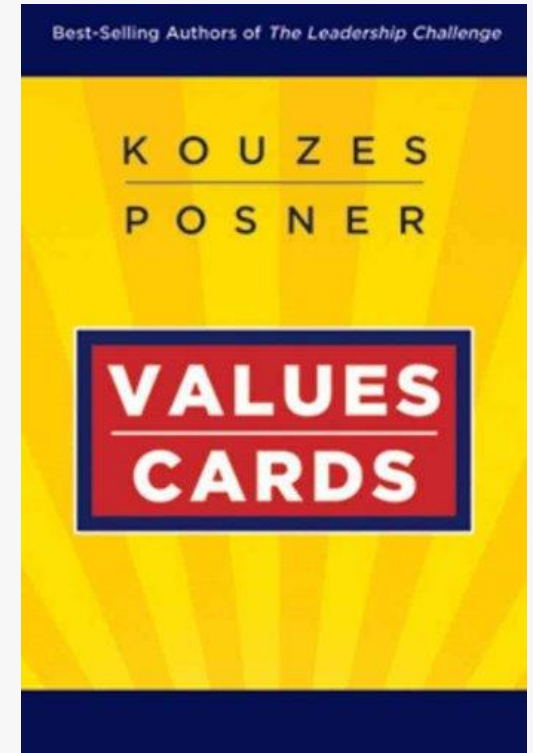
Divide the Values Cards into three piles:

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



Defining Your Core Values

- ✓ From the **extremely important** pile, narrow down to **5 core values**.
- ✓ Note your 5 values on pg. 51 in your workbook!

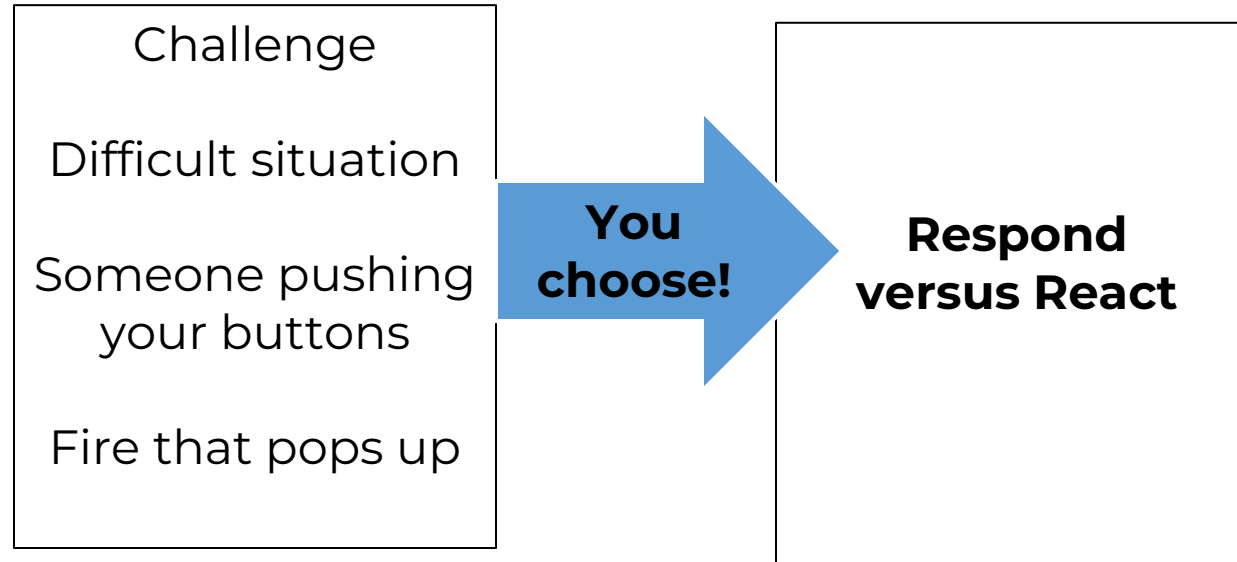


Sharing YOUR Values

Take turns sharing your Top 5 values.

Describe what each value means to you.

Leading from Your Values



**“It's not hard to make decisions when you know what your values are.”
—Roy Disney**

The Importance Of Authenticity

Effective leaders are authentic: They deploy individual strengths to engage followers' hearts, minds, and souls.

They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts.

—Rob Goffe, from *Why Should Anyone be Led by You*

Shared Values Make a Difference

- ❑ Foster strong feelings of personal effectiveness.
- ❑ Promote high levels of company loyalty.
- ❑ Facilitate consensus about key organizational goals and stakeholders.
- ❑ Encourage ethical behavior.
- ❑ Promote strong norms about working hard and caring.
- ❑ Reduce levels of job stress and tension.
- ❑ Foster pride in the organization.
- ❑ Facilitate understanding about job expectations.
- ❑ Foster teamwork and esprit de corps.

Aligning Actions with Values

Calendars

Critical
Incidents

Stories

Language

Measurements

Rewards

Values in Action (5 min)

- Complete the Values in Action worksheet for **one** of your Top 5 Values.
- See the example on p. 60 of your workbook.

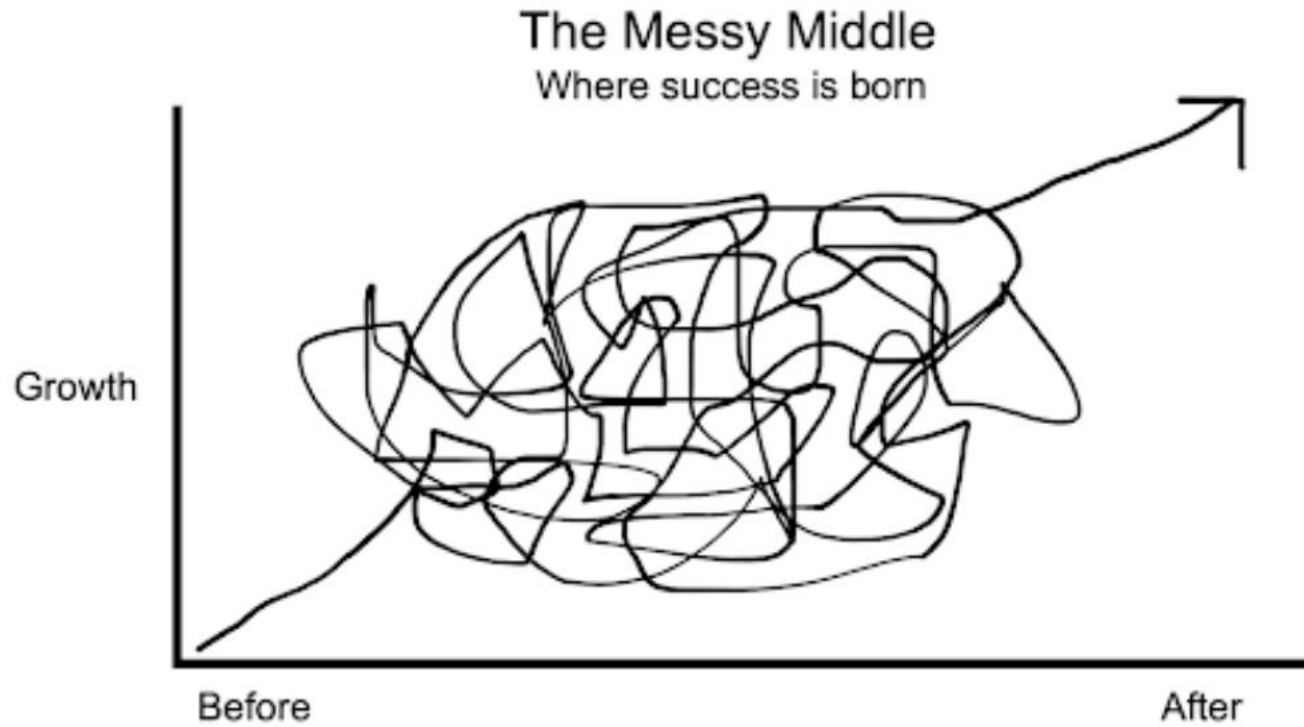


Group Share

- ❑ Share examples of values and actions in alignment.



Your Leadership Journey: What Growth Looks Like



Your Next Steps

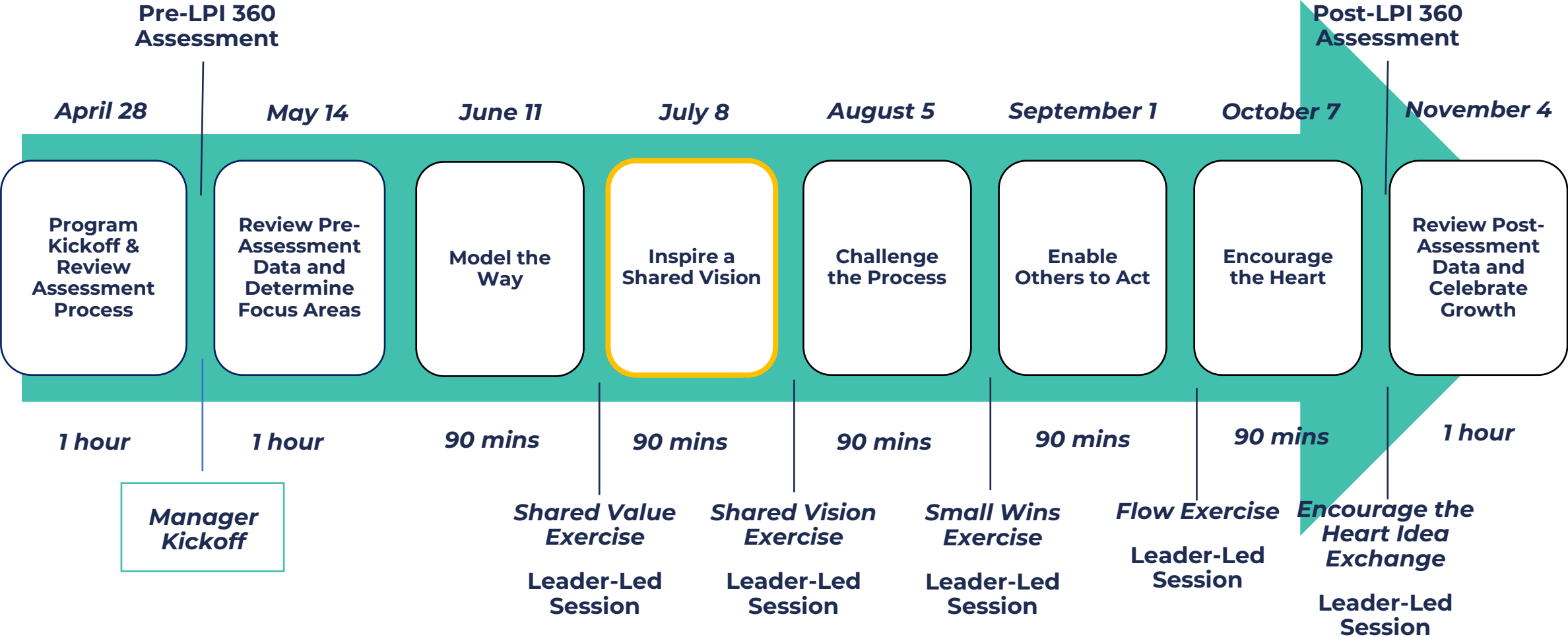
- **Read or Review** the Inspire a Shared Vision chapters in *The Leadership Challenge* book.
- **Finish** the Values in Action worksheet for your remaining 5 values.
- **Share** your core values with your team or a trusted person.
- **Watch** the [TedxGlasgow talk by Bob Keiller, “Doing Core Values.”](#)
- **Meet** with your accountability partner. Discuss the following questions:
 - What was your biggest a-ha moment from Bob Keiller’s Tedx talk as it relates to Modeling the Way?
 - What are your values and how will you ensure you are modeling them in your leadership?



Questions?



AP Region 1 Development Process



Participants will also work with an accountability partner (from the cohort) and engage in application exercises throughout the process.

