

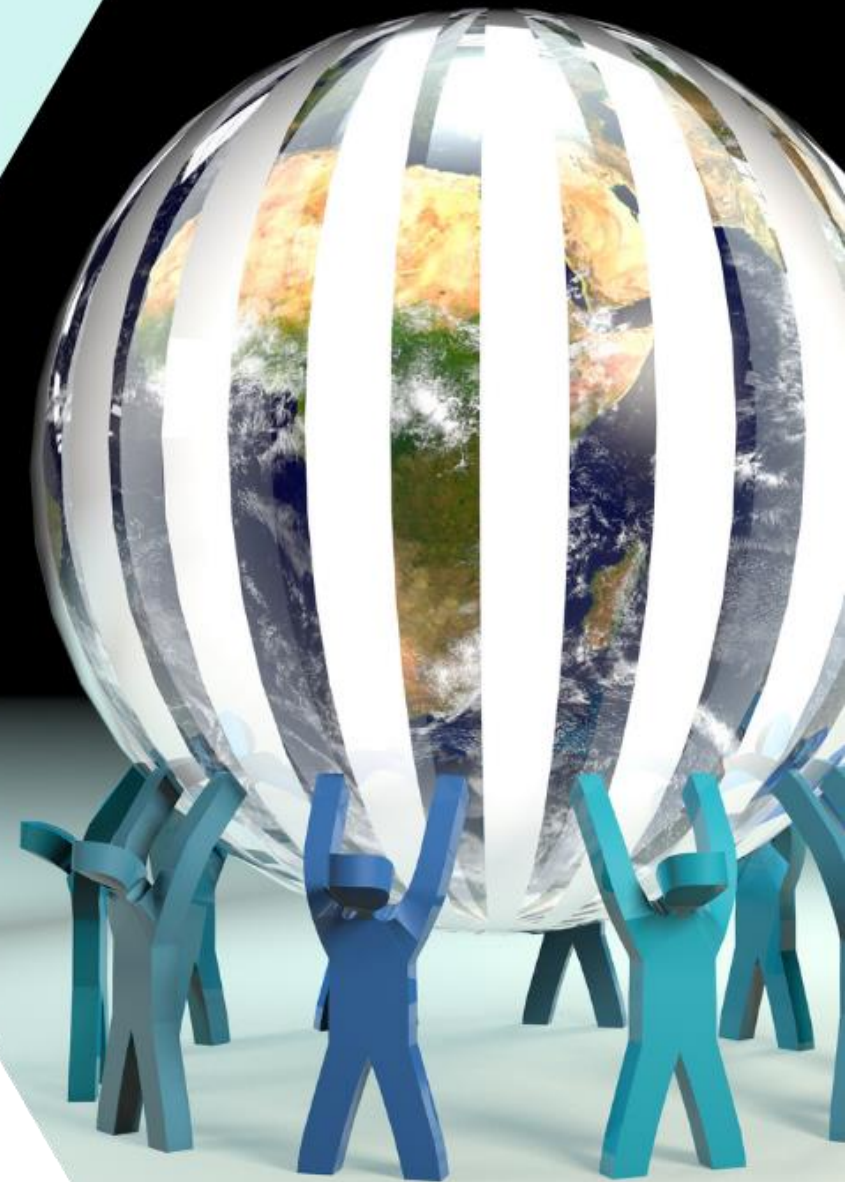


# The Leadership Challenge Program

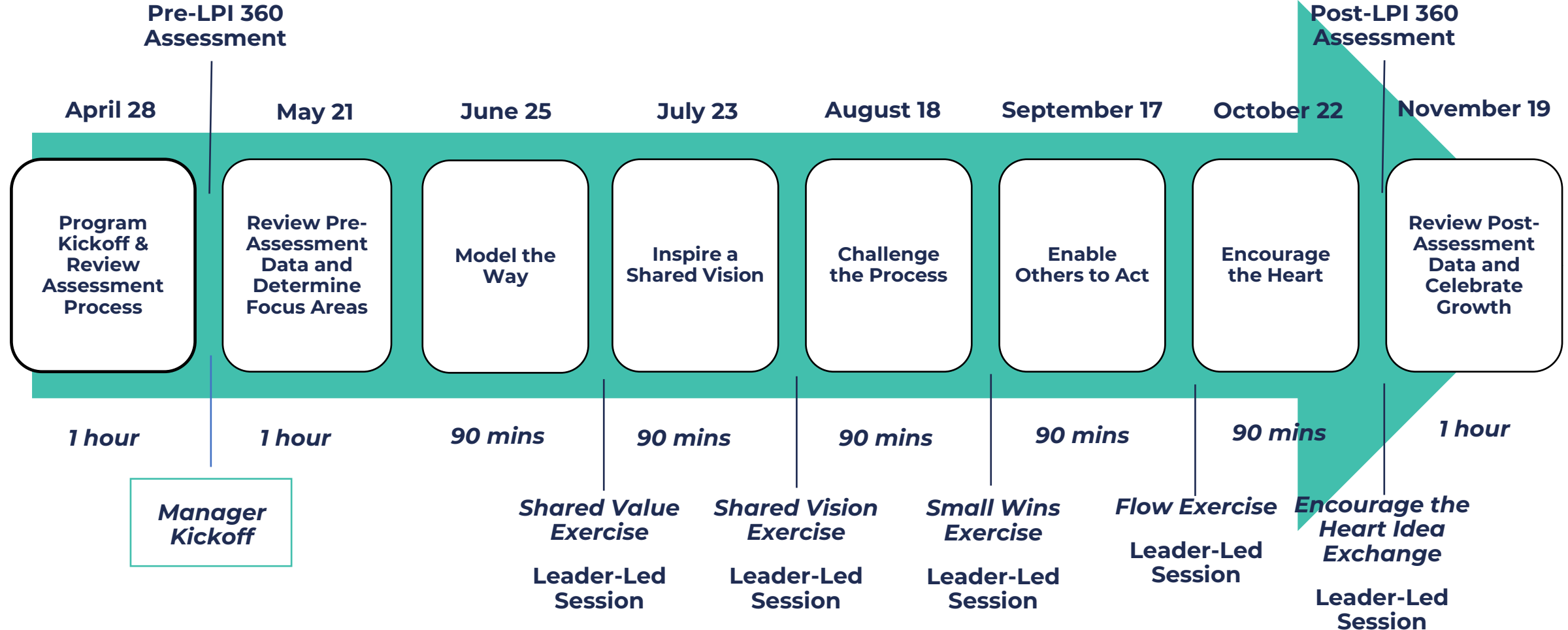
## Model the Way

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NAM Cohort 2



# NAM 2 Development 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.

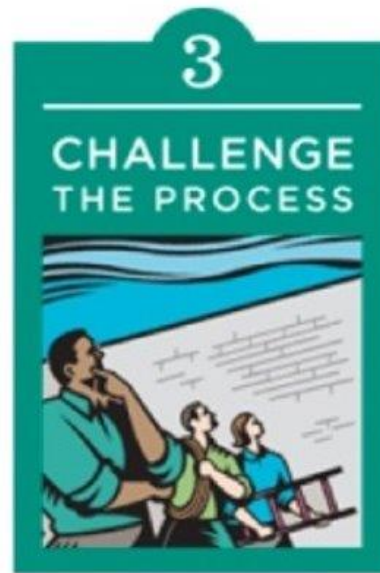
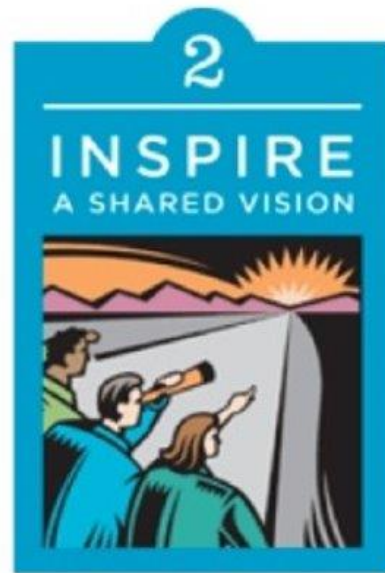
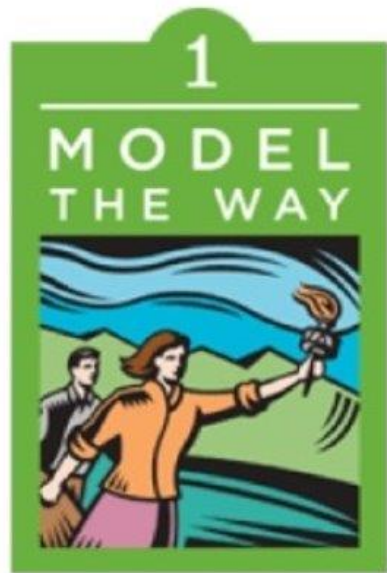
# Breakout Groups: Action Items Discussion



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<sup>®</sup>

# 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.

Click on the link or scan the code.



Choose **7**  
characteristics of an  
admired leader.

# Characteristics of Admired Leaders

NORMS	CHARACTERISTIC	NORMS	CHARACTERISTIC
28	Ambitious	84	Honest
40	Broad-Minded	17	Imaginative
23	Caring	5	Independent
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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



# 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

<input type="checkbox"/> Achievement/Success	<input type="checkbox"/> Flexibility	<input type="checkbox"/> Power
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Check the Values that are **extremely** important to you

# Defining YOUR Values

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Now, eliminate (uncheck) ALL but your **Top 5** Values.

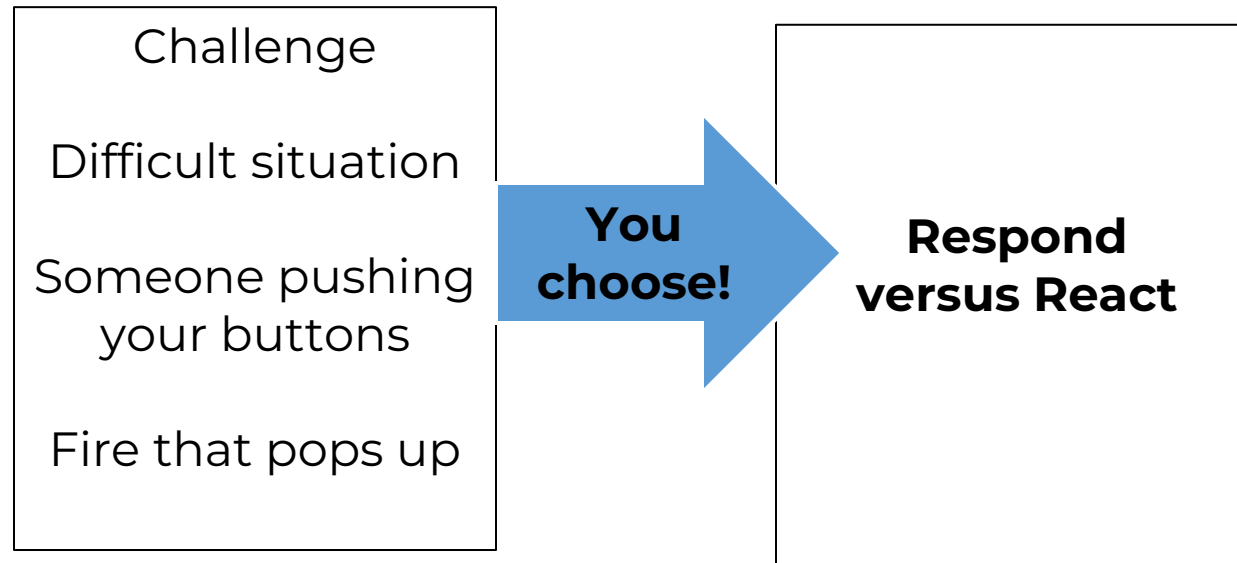
Write your top 5 values and what they mean to you on p.51 of your participant workbook.

# 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.***

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# 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.
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# Aligning Actions with Values

Calendars

Critical  
Incidents

Stories

Language

Measurements

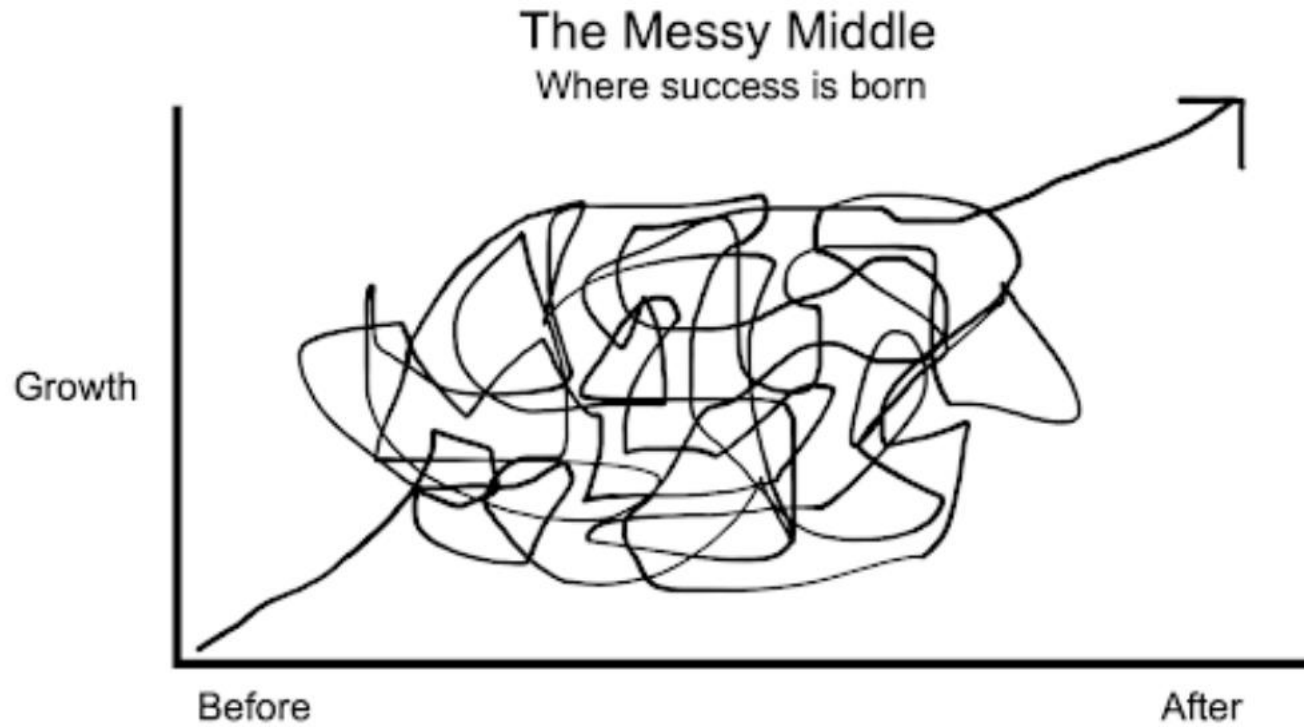
Rewards

# 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.



# 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.
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- **Watch** the [TedxGlasgow talk by Bob Keiller, “Doing Core Values.”](#)
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# Questions?



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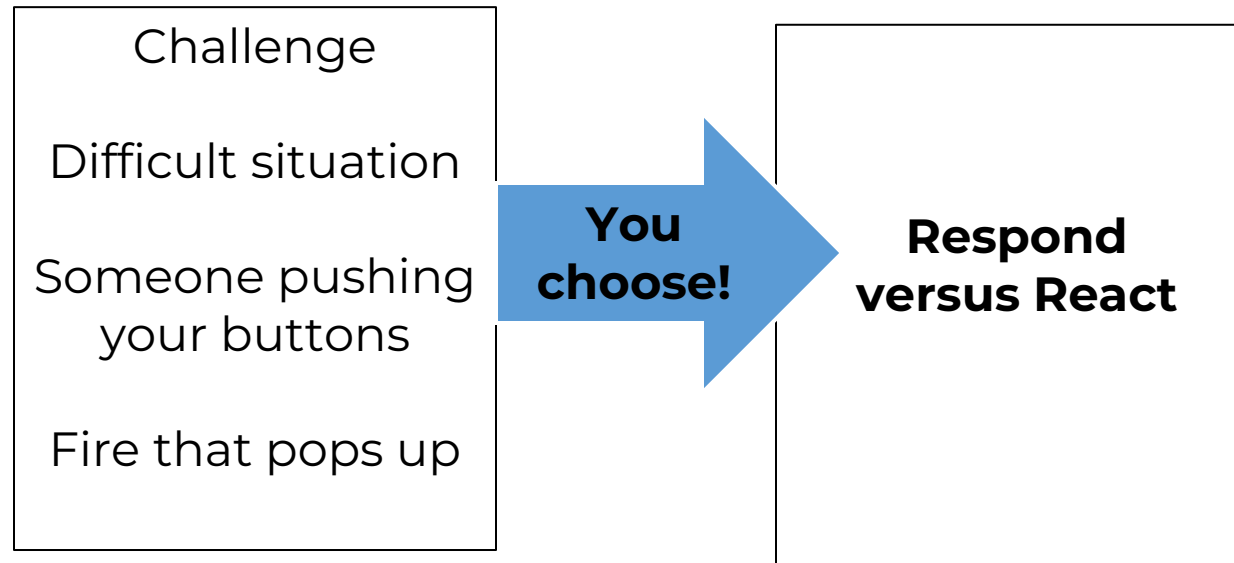
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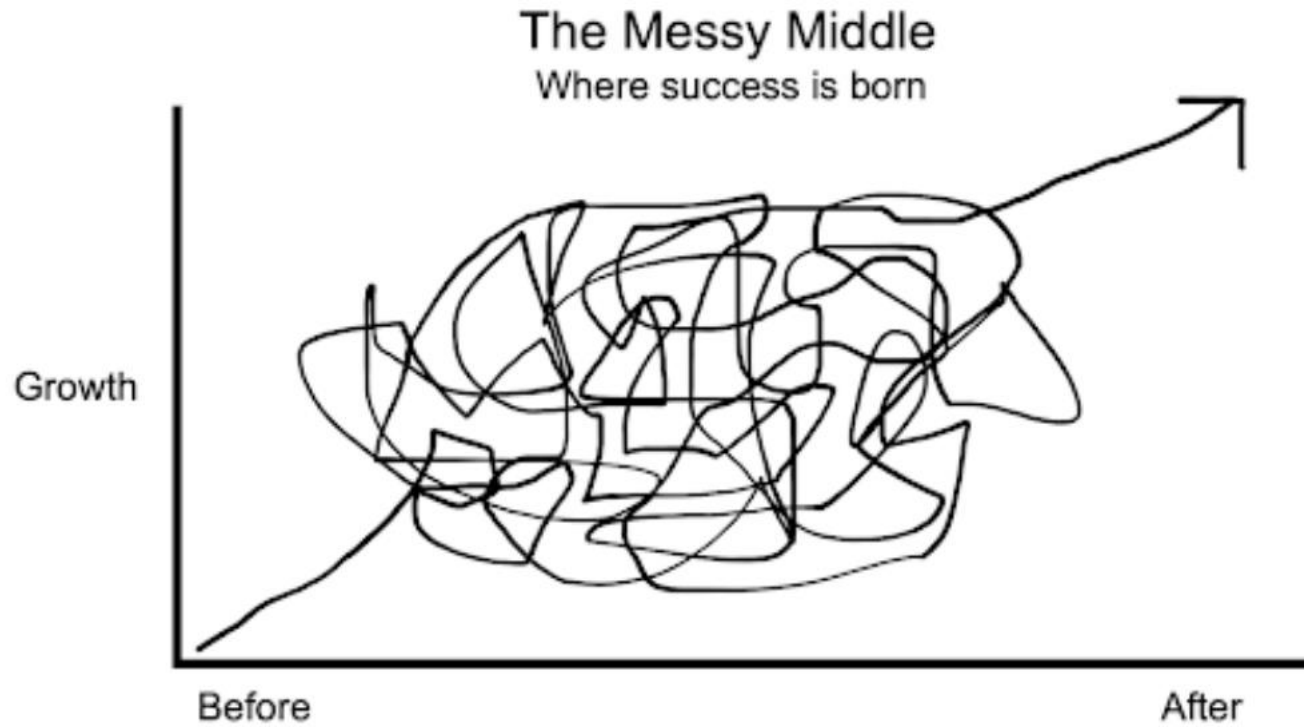
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