

# **KOUZES AND POSNER'S FIVE LEADERSHIP PRACTICES**

## **1. MODEL THE WAY**

A leader who **Models the Way** is one who shares beliefs about leading; breaks projects into steps; sets personal example; talks about guiding values; follows through on promises; sets clear goals and plans.

- *Find your voice by clarifying your personal values*
- *Set the example by aligning actions with shared values*

## **2. INSPIRE A SHARED VISION**

A leader who **Inspires a Shared Vision** is one who looks ahead and communicates the future; is an upbeat and positive communicator; finds common ground; communicates purpose and meaning; and/or is enthusiastic about the possibilities.

- *Envision the future by imagining exciting and ennobling possibilities*
- *Enlist others in a common vision by appealing to shared aspirations*

## **3. CHALLENGE THE PROCESS**

A leader who **Challenges the Process** is one who seeks a challenge; keeps current; initiates experiments; looks for ways to improve; asks "What can we learn?" and/or lets others take risks.

- *Search for opportunities by seeking innovative ways to change, grow and improve*
- *Experiment and take risks by constantly generating small wins and learning from mistakes*

## **4. ENABLE OTHERS TO ACT**

A leader who **Enables Others to Act** is someone who includes others in the planning; treats others with respect; supports decisions of others; fosters cooperative relationships; provides freedom and choice; and/or lets others lead.

- *Foster collaboration by promoting cooperative goals and building trust*
- *Strengthen others by sharing power and discretion*

## **5. ENCOURAGE THE HEART**

A leader who **Encourages the Heart** is one who encourages other people; recognizes people's contributions; praises people for a job well done; gives support and appreciation; finds ways to publicly celebrate; tells others about the group's good work.

- *Recognize contributions by showing appreciation for individual and team excellence*
- *Celebrate the values and victories by creating a spirit of community*