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"Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others." James Kouzes & Barry Posner

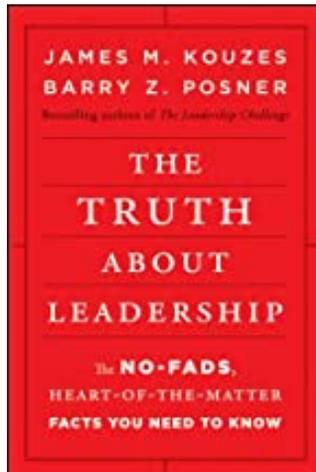
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TOPIC THIS ISSUE: Leadership Wisdom from James Kouzes & Barry Posner



WHAT EVERYONE WANTS TO KNOW ABOUT LEADERSHIP

By: James M. Kouzes and Barry Z. Posner



There are fundamental principles that inform and support the practices of leadership that were true 30 years ago, are true today and will be true 30 years from now. They speak to what the newest and youngest leaders need to appreciate and understand, and they speak just as meaningfully to the oldest leaders, who are perhaps re-purposing themselves as they transition from their lengthy careers to other pursuits in volunteer, community or public sectors. They are truths that

address what is real about leadership.

Here are 10 fundamental truths about leadership and becoming an effective leader:

1. The first truth is that You Make a Difference. It is the most fundamental truth of all. Before you can lead, you have to believe that you can have a positive impact on others. You have to believe in yourself. That's where it all begins. Leadership begins when you believe you can make a difference.

2. The second truth is that Credibility Is the Foundation of Leadership. You have to believe in you,

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but others have to believe in you too. What does it take for others to believe in you? Short answer: Credibility! If people don't believe in you, they won't willingly follow you.

3. The third truth is that Values Drive Commitment. People want to know what you stand for and believe in. They want to know what you value. And leaders need to know what others value if they are going to be able to forge alignments between personal values and organizational demands.

4. The fourth truth is that Focusing on the Future Sets Leaders Apart. The capacity to imagine and articulate exciting future possibilities is a defining competence of leaders. You have to take the long-term perspective. Gain insight from reviewing your past and develop oversight by looking around.

5. You Can't Do It Alone is the fifth truth. Leadership is a team sport, and you need to engage others in the cause. What strengthens and sustains the relationship between leader and constituent is that leaders are obsessed with what is best for others, not what is best for themselves.

6. Trust Rules is the sixth truth. Trust is the social glue that holds individuals and groups together. And the level of trust others have in you will determine the amount of influence you have. You have to earn your constituents' trust before they'll be willing to trust you. That means you have to give trust before you get trust.

7. The seventh truth is that Challenge Is the Crucible for Greatness. Exemplary leaders — the kind of leaders people want to follow — are always associated with changing the status quo. Great achievements don't happen when you keep things the same. Change invariably involves challenge, and challenge tests you. It introduces you to yourself.

8. The eighth truth is that You Either Lead by Example or You Don't Lead at All. Leaders have to keep their promises and become role models for the values and actions they espouse. You have to go first as a leader. You can't ask others to do something you aren't willing to do yourself.

9. The ninth truth is that the Best Leaders Are the Best Learners. Leaders are constant improvement fanatics, and learning is the master skill of leadership. Learning, however, takes time and attention, practice and feedback, along with good coaching. It also takes willingness on your part to ask for support.

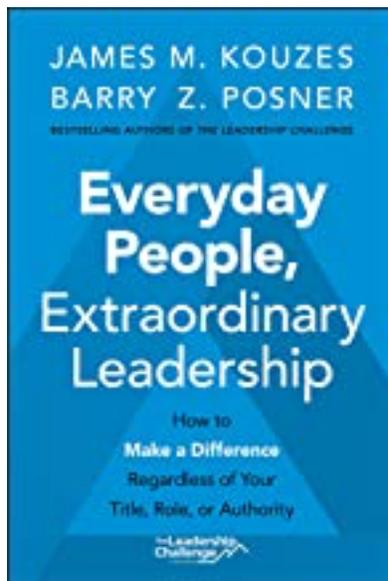
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10. The tenth truth is that Leadership Is an Affair of the Heart. Leaders make others feel important and are gracious in showing their appreciation. Love is the motivation that energizes leaders to give so much for others. You just won't work hard enough to become great if you aren't doing what you love.

These are enduring truths about leadership. You can gain mastery over the art and science of leadership by understanding them and attending to them in your workplace and everyday life.

Leadership Is Not a Position

By: James M. Kouzes and Barry Z. Posner



When you hear the word "leader," what immediately comes to mind? Maybe you think of someone with a title, such as CEO, president, prime minister, or admiral. Maybe you think of some famous public figure, such as a celebrity actor or singer, startup founder, or pro athlete. Maybe you think of someone from the history books who led a revolution, conquest, or world-changing movement.

It's not that these individuals aren't leaders. They are. It's just that they are not the *only* leaders on the planet. In fact, they aren't even the majority of leaders. Data from millions of people around the world reveal, without a doubt, that there are leaders everywhere.

There are leaders in every profession, discipline, and field, in every type of organization and industry, every religion, and every country; you find them from young to old, male, female, and gender non-conforming, across every ethnic and cultural category.



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You could have a title like manager, director, or vice president. You could have people who report to you directly, but these would not necessarily make you a leader. Titles are granted, but being a leader is something that you earn, and you earn it not by your place in the organization but by how you behave.

So let's get something straight right from the start. Leadership is not a hierarchical level. It is not a title or a rank. It is not a position of power or a place of privilege.

Leadership Is a Relationship

In a global study involving over 35,000 people, people were asked to think about the individuals in their lives who were their role models for leadership. The findings reveal that if you're in a work organization, you are more likely to find role models among your colleagues on your immediate team than at the pinnacle of the organization or some- where on the outside.

The results underscore the truth that leadership is a relationship. Leadership is a relationship between those who aspire to lead and those who choose to follow. If you are going to be a leader whose guidance others want to follow willingly, there must be a human connection, something that binds you and others together.

It's extremely important to understand, therefore, the qualities that people look for in the leaders they would willingly there must be a human connection, something that binds you and others together.

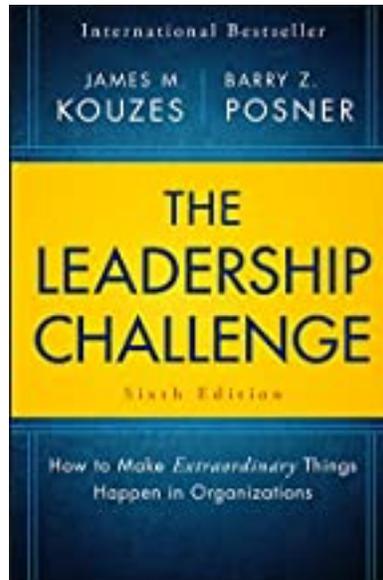
It's extremely important to understand, therefore, the qualities that people look for in the leaders they would willingly follow. If people are going to want to follow you over the course of a project or the course of a career, what do they most want to see in your behavior?

People want to follow leaders who, more than anything, are credible. Credibility is the foundation of leadership. People must be able, above all else, to believe in their leaders.

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The Five Practices of Exemplary Leadership

James M. Kouzes and Barry Z. Posner



So what is it that leaders do to build and sustain credibility? What do they do that makes others see them as capable and trustworthy leaders? What are the behaviors that people exhibit that engage and mobilize others to want to follow? What are people actually doing when they are leading and making extraordinary things happen?

There is a set of common behaviors and actions that people demonstrate when they operate at their personal best as leaders. These behaviors form an operating system called The Five Practices of Exemplary Leadership. When making extraordinary things happen, leaders

Model the Way. Exemplary leaders know that if they want to earn the respect of the people around them and achieve the highest standards, they must be models of the behavior they expect of others.

Inspire a Shared Vision. People describe their Personal-Best Leadership Experiences as times when they imagined exciting and meaningful futures for themselves and others.

Challenge the Process. Challenge is the crucible for greatness. It provides the context in which adversity and vision interact to provide for the creation of something new.

Enable Others to Act. Leaders know they can't do it alone. Grand dreams don't become significant realities through the actions of a single person.

Encourage the Heart. Genuine acts of caring, whether exhibited in dramatic gestures or simple actions, uplift people's



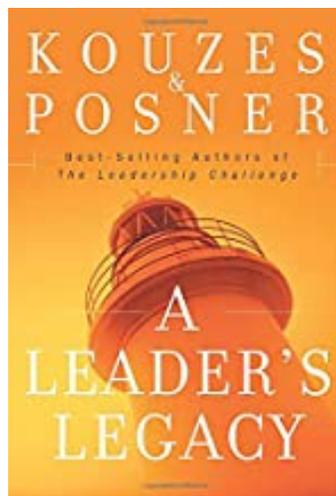
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spirits and keep them motivated. It is part of a leader’s job to recognize contributions by showing appreciation for individual excellence.

These five leadership practices—*Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart*—**do not represent an ideology or theory about leadership so much as they provide an operating system for what it means to be practicing leader- ship and making a difference.**

Enable Others to Act

James M. Kouzes and Barry Z. Posner



Leadership is not a solo pursuit. It’s a team effort. The most effective leaders are those who most frequently engage in the Enable Others to Act leadership practice.

Foster Collaboration and Build Trust

Trust is the central issue in human relationships, both within and outside organizations. Without trust, you cannot lead. Individuals who are unable to trust others fail to become leaders precisely

because they can’t stand being dependent on the words and work of others. The feeling of “we” cannot happen without trust.

Show Concern for Others. Showing concern for others is one of the clearest and most unambiguous signals of your trustworthiness. When others know you will put their interests ahead of your own, they won’t hesitate to trust you. However, this is something people need to see in your actions—actions such as listening, paying attention to their ideas and concerns, helping them solve their problems, and being open to their influence. When you show your openness to their



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ideas and your interest in their concerns, people will be more open to yours.

Strengthen Others

It is paradoxical, but the most effective leaders are those who give their power away to others. That is, they make those around them feel strong and capable. They listen to and credit others' ideas, and they make sure that people do not feel left out of the loop when it comes to important decisions. They help their colleagues take ownership and feel a sense of responsibility for achievements. They enhance the competence and self-confidence of those around them.

Provide Choices. Freedom is the ability to make choices. "Trapped" is the word that people generally use when they believe that they do not have any latitude about how they can behave. When people feel trapped, they often act as rats caught in a maze; believing they have no alternatives, they typically stop moving and eventually shut down.

Being able to have a choice and the ability to exercise a choice, that is, having a sense of genuine autonomy, makes people feel powerful and increases their willingness to exercise their capabilities more fully. High-performing organizations result from people's willingness to work beyond their job descriptions, and this happens because they have the latitude and discretion to make choices about both the work they do and how they do it.

Foster Personal Responsibility and Accountability.

Mykell Bates had played soccer from the age of 14 and was chosen captain of the U.S. under-17 national team when he was just 15 years old. When he went on to college, his soccer playing continued, and in his sophomore year Mykell was chosen captain of the soccer team. None of the players reported to him in any formal organizational sense, and Mykell realized that since they depended upon each other on the field, why should that be any different off the field?

"When I'd ask a player, 'Hey, can you text the guys about the team meeting tonight?' they always stepped up." Slowly Mykell began passing on responsibilities to more members of the team.

What Mykell did with the team is what all leaders do to foster

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accountability: They consciously create an environment in which team members count on one another to do what needs to be done.

This doesn't mean they are autocratic or controlling. As one of his teammates told us, "Mykell was not directive in handing out tasks; he would simply ask for your help, and you would want to help him. He trusted that I could do the job that needed to be done, and I didn't want to break that trust. It was mutual respect, for each other and for the good of the team."

