



# **WHAT WE VALUE IN LEADERS:**

# **THE ATTRIBUTES EFFECTIVE LEADERS NEED TO HAVE**

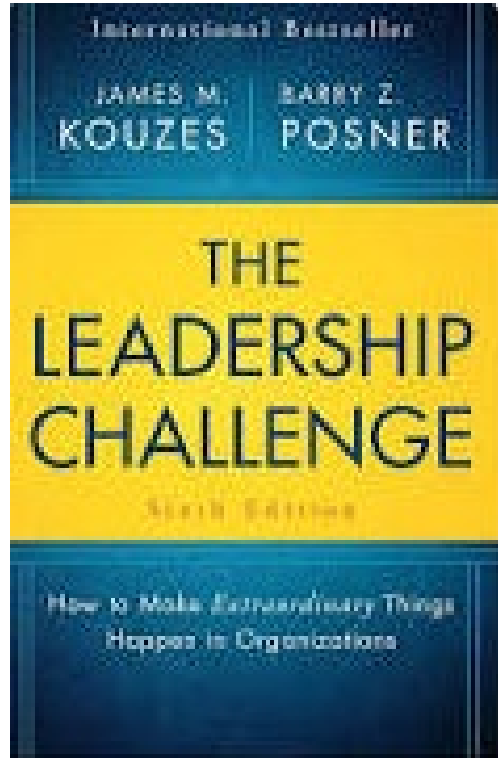
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**Wisconsin ASBO  
Spring Conference  
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Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge* (6th ed.). John Wiley & Sons.



## A Short Course in Leadership Dynamics

***Slides and Materials Are Duplicated From the Following Resource:***

*The leadership challenge*<sup>®</sup>: *Leadership Development Solutions*. Leadership Challenge - The Leadership Challenge<sup>®</sup> | Solutions for Every Stage of the Leadership Journey. (n.d.). Retrieved May 1, 2023, from <https://www.leadershipchallenge.com/>



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## Consider These Questions...

Who is the most admired “boss” that you have worked for and why?

Who is the least admired “boss” that you have worked for and why?



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## Why Should You Care About Leadership?

**Leadership can focus on the reasons people remain committed to their organizations.**

- Integrity
- Purpose
- Challenge
- Growth
- Belonging
- Autonomy
- Significance

“People stay with an organization,...because they like the work they are doing and find it challenging, meaningful, and purposeful.”



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## The Five Practices of Exemplary Leadership®

Studies have found that when leaders are at their personal best, they:

- **Model the Way:** Leaders clarify values by finding their voice and affirming shared values, and they set the example by aligning their actions with the shared values.
- **Inspire a Shared Vision:** Leaders envision the future by imagining exciting and ennobling possibilities, and they enlist others in a common vision by appealing to shared aspirations.
- **Challenge the Process:** Leaders search for opportunities by seizing the initiative and by looking outward for innovative ways to improve, and they experiment and take risks by constantly generating small wins and learning from experience.
- **Enable Others to Act:** Leaders foster collaboration by building trust and facilitating relationships, and they strengthen others by increasing self-determination and developing competence.
- **Encourage the Heart:** Leaders recognize contributions by showing appreciation for individual excellence, and they celebrate values and victories by creating a spirit of community.

There's no hard evidence to support the assertion that leadership is imprinted in the DNA of only some individuals.





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## Model the Way



Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way they should pursue goals. Leaders create standards of excellence and set an example for others to follow. They put up signposts when people feel unsure of where to go or how to get there. Leaders create opportunities for victory.



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## Inspire a Shared Vision



Leaders passionately believe they can make a difference. They envision the future and create an ideal and unique image of what the organization can become. Through their magnetism and persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



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## Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. Since complex change threatens to overwhelm people and stifle action, leaders set interim goals so that people can achieve small wins as they work toward larger objectives. Effective leaders unravel bureaucracy when it impedes action. And, because leaders know that taking risks involves mistakes and failures, they accept occasional disappointments as opportunities to learn.







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## Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect sustains extraordinary efforts. They strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.





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## Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize the contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.





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## Clarify values

1. By finding your voice and affirming shared values.

## Set the example

2. By aligning actions with shared values.

“Before you can be a leader of others, you need to know clearly who you are and what your core values are.”



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3. Envision the future by **imagining exciting and ennobling possibilities.**

4. Enlist others in a **common vision** by appealing to shared aspirations.

“You need to have an appreciation of the past and a clear image of what the results should look like even before starting any project, much as an architect draws a blueprint or an engineer builds a model .”





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“Because innovation and change involve experimenting and taking risks, your main contribution will be to create a climate for experimentation, the recognition of good ideas, the support those ideas, and the willingness to challenge the system.”

5. Search for opportunities by seizing the initiative and looking outward for innovative ways to improve.

6. Experiment and take risks by consistently generating small wins and learning from experience.

“Not one person achieved a personal best by keeping things the same.”



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7. Foster collaboration by building trust and facilitating relationships.

8. Strengthen others by increasing self-determination and developing competence.



“Grand dreams don’t become significant realities through the actions of single person. Achieving greatness requires a team effort.”



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9. Recognize contributions by showing appreciation for individual excellence.

10. Celebrate the values and victories by creating a spirit of community.



“...make sure that you and the team are having fun. Every day won't be fun, but if it's all drudgery, then it's hardly worth getting out of bed for.”



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## What Are the Top Four Characteristics of Leadership You Admire the Most (choose from list below)?

Ambitious

Broad Minded

Caring

Competent

Cooperative

Courageous

Dependable

Determined

Fair Minded

Forward Looking

Honest

Imaginative

Independent

Inspiring

Intelligent

Loyal

Mature

Self-Controlled

Straight Forward

Supportive



<https://www.surveymonkey.com/r/87Z66Q7>





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## Additional Characteristics of the “Characteristics of Admired Leaders” Checklist

Survey results reported for 1987, 1995, 2002, 2007, and 2012 appear in parenthesis.

- Intelligent** (43, 40, 47, 48, 45)
- Broad-minded** (37, 40, 40, 35, 38)
- Fair-minded** (40, 49, 42, 39, 37)
- Dependable** (33, 32, 33, 34, 35)
- Supportive** (32, 41, 35, 35, 35)
- Straightforward** (34, 33, 34, 36, 32)
- Cooperative** (25, 28, 28, 25, 27)
- Determined** (17, 17, 23, 25, 26)
- Courageous** (27, 29, 20, 25, 22)
- Ambitious** (21, 13, 17, 16, 21)
- Caring** (26, 23, 20, 22, 21)
- Loyal** (11, 11, 14, 18, 19)
- Imaginative** (34, 28, 23, 17, 16)
- Mature** (23, 13, 21, 5, 14)
- Self-controlled** (13, 5, 8, 10, 11)
- Independent** (10, 5, 6, 4, 5)



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## Characteristics of an Admired Leader

- 28% Ambitious
- **40% Broad-minded**
- 23% Caring
- **66% Competent**
- 31% Cooperative
- 22% Courageous
- 39% Dependable
- 22% Determined
- **35% Fair-minded**
- **62% Forward-looking**
- **84% Honest**
- 17% Imaginative
- 5% Independent
- **66% Inspiring**
- **47% Intelligent**
- 18% Loyal
- 17% Mature
- 10% Self-controlled
- 32% Straightforward
- **37% Supportive**



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## Ten Things You Can Do To Be A Better Leader

<p>1. Share what's important to you with your team.</p> <p>2. Spend time on what you say is important.</p>	<p>3. Hold a vision session where you discuss the future with your team.</p> <p>4. Use the future blueprint to instill a sense of excitement and purpose in your work.</p>	<p>5. Break down big problems into smaller chunks to more effectively problem solve.</p> <p>6. Create a "prize" to celebrate small victories and to reward risk.</p>	<p>7. Relinquish control in your next project to your team to build trust.</p> <p>8. Talk with your team about your own vulnerability and weaknesses to build trust.</p>	<p>9. Say "thank you" to your team over and over.</p> <p>10. Be a spirit leader by planning events to recognize success.</p>
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- *Top 4 characteristics of admired leaders*. Share and Discover Knowledge on SlideShare. (n.d.). Retrieved May 1, 2023, from <https://www.slideshare.net/wiley/graphic-top-4-characteristics-of-admired-leaders?ref=https%3A%2F%2Fwww.wiley.com%2Fnetwork%2Fprofessionals%2Fleadership-skills%2Fthe-top-4-characteristics-of-admired-leaders>



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