

The Truth About Leadership – What Exemplary Leaders Do: 30 Years of Evidence on How to Make Extraordinary Things Happen

Barry Posner

**Co-author: *The Leadership Challenge;
Credibility; and The Truth About
Leadership***

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Kouzes-Posner Research

- ✓ Over 30 years of collecting data
- ✓ Over 5,000 individual cases studied
- ✓ Over 3 million survey respondents
- ✓ Global data from 72 countries
- ✓ Over 700 research studies by others
- ✓ www.theleadershipchallenge.com

Q: What would you call something that has **endured** through over 30 years of practice and the **scrutiny** of researchers and practitioners?

A: "I'd call it **the truth!**"

Ken Blanchard

| *Truth* |



AGENDA

- _____
- _____
- _____
- _____

- 8 Truths
- 1 Law
- Lots of Q&A
- Bonus ??

Everything that you will
ever do as a leader is
based on one audacious
assumption.

Q: What is the
assumption you must
make to be a leader?

Truth 1



YOU
make a
difference

Q: From which **one** of the following **seven types** of people would you choose as your **most important** role model for leadership?"

1. Business leader
2. Community/Religious leader
3. Entertainer
4. Family members
5. Political leader
6. Professional athletes
7. Teacher or coach

Leader Role Models

Age: 18-30 Over 30

| | | | |
|---------------------------------|------------|-----|------------|
| ■ Family members | 40% | ... | 46% |
| ■ Teacher or coach | 26% | ... | 14% |
| ■ Community/Religious leader... | 11% | ... | 8% |
| ■ Business leader | 7% | ... | 23% |
| ■ Political leader | 4% | ... | 4% |
| ■ Professional athlete | 3% | ... | 0% |
| ■ Entertainer | 2% | ... | 0% |
| ■ None/Other/Not sure | 7% | ... | 4% |

The leaders who
have the most
influence are the
leaders who are
closest to us.



You

are the most
important
leader in your
organization.

That's Extraordinary!

Nearly 30 years of research, over 5,000 individual cases, 3 million surveys, in 72 countries, with over 700 validation studies:

Everyone has a story

Stories are more similar than different



The Five Practices of Exemplary Leadership®

Model the Way

Inspire a Shared Vision

Challenge the Process

Enable Others to Act

Encourage the Heart

Q: Does leadership
really make a
difference?

Can leadership explain
why people are engaged
and motivated?

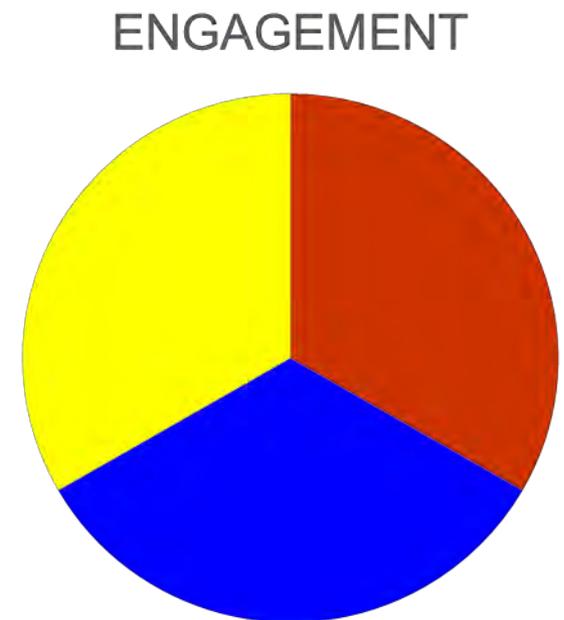
"Those who are engaged
report greater
productivity and higher
wellbeing."

Gallup (February 2014)

Engagement Percentages Exercise

Using your **personal** experience, create a pie chart of:

- % Engaged Employees
- % Disengaged Employees
- % Actively Disengaged Employees



Gallup's research, released in 2011, three distinct groups, or levels of engagement, emerged: engaged, not engaged, and actively disengaged.

Engaged

29%



Not Engaged

52%



Actively Disengaged

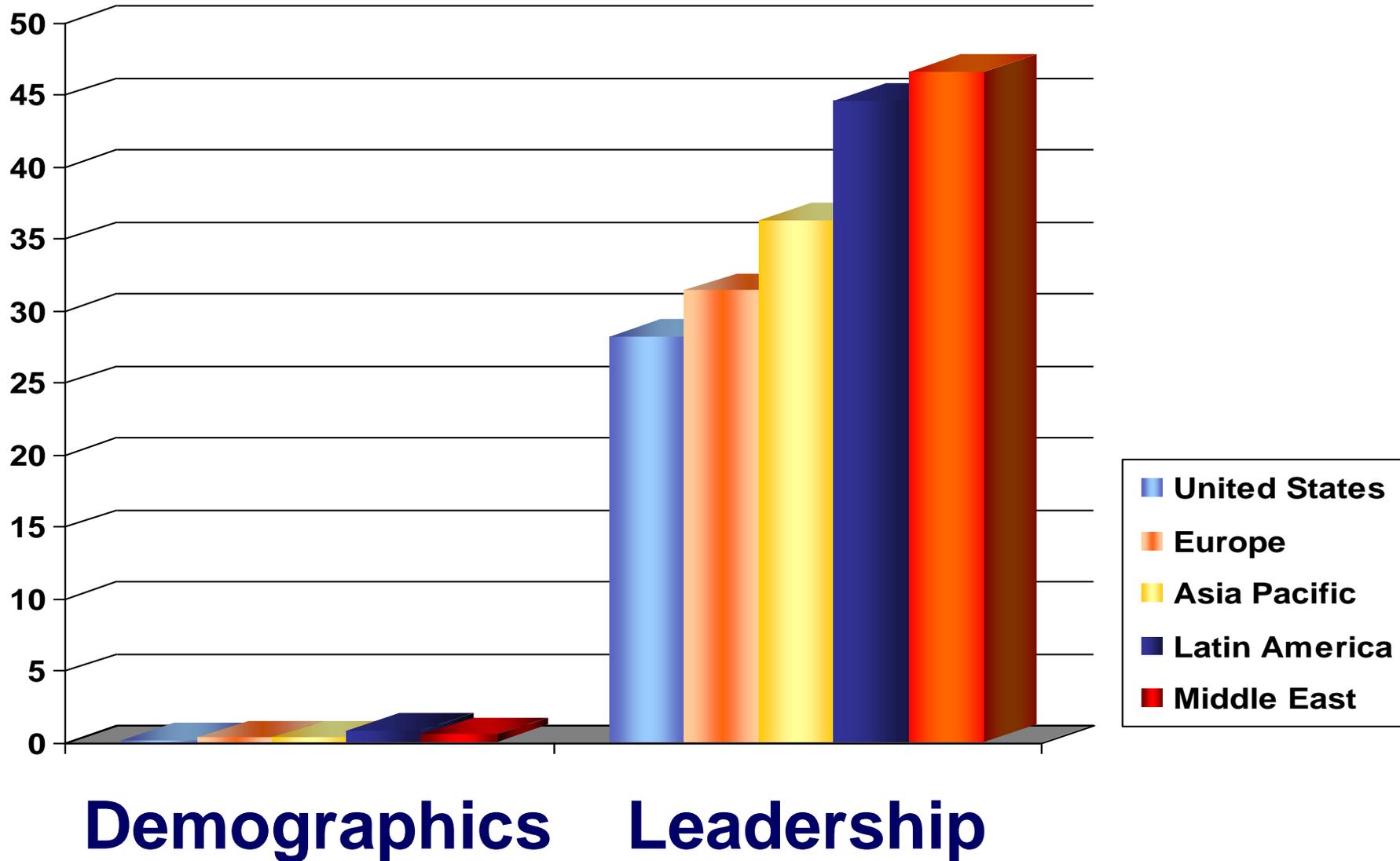
19%



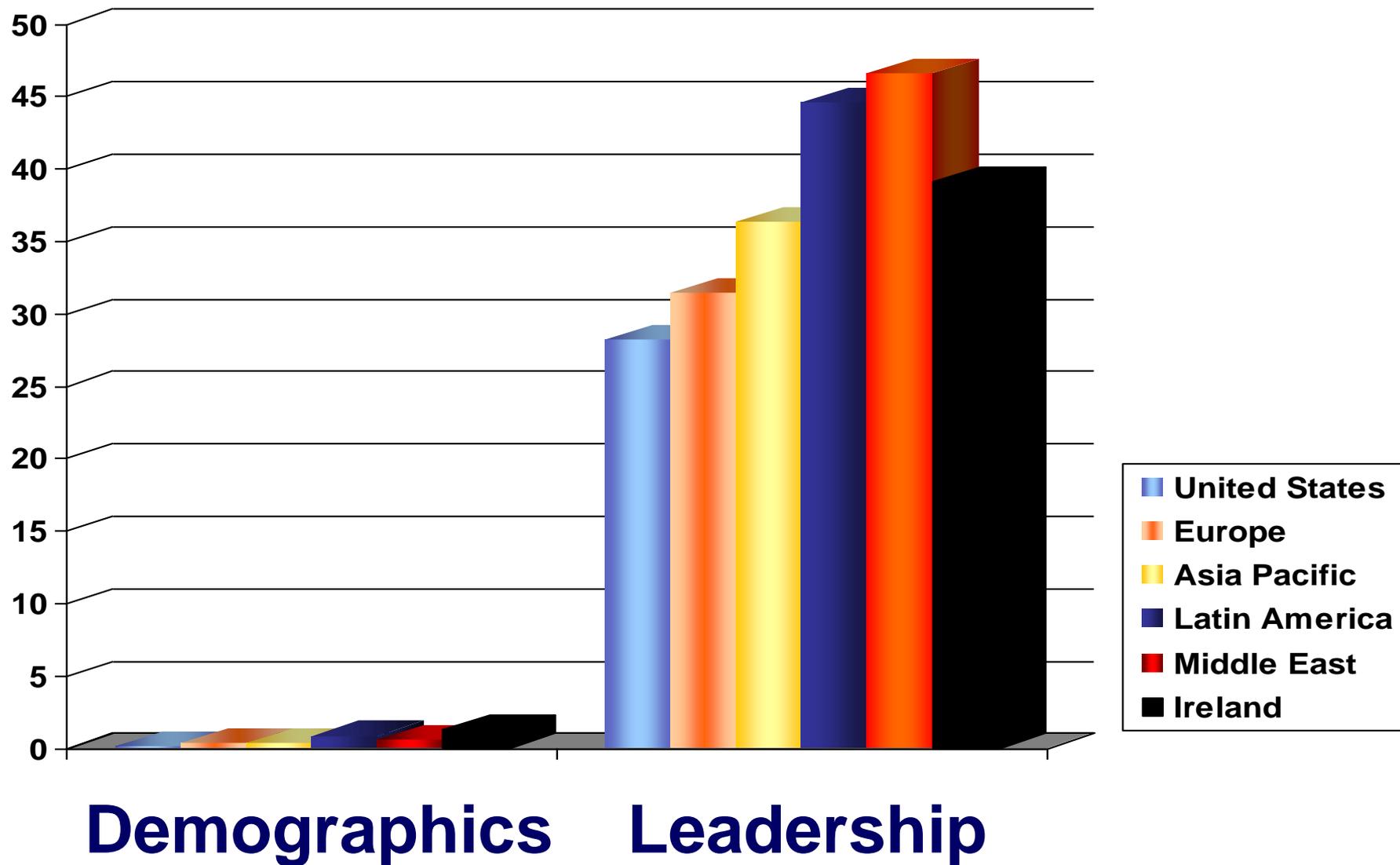
Q: Does leadership
really make a difference?

Q: Doesn't it matter who
people are and what they
are doing?

Explaining “Engaged” Workforce



Explaining “Engaged” Workforce



The **more** that people use **The Five Practices....**

- Levels of commitment **increase**
- Teamwork is **enhanced**
- Turnover and absenteeism are **reduced**
- Productivity **goes up**

The Bottom Line: Use The Five Leadership Practices!

| | Strongly Practiced | Weakly Practiced |
|--------------------|--------------------|------------------|
| Net Income Growth | 841% | - 49% |
| Stock Price Growth | 204% | 76% |

While context matters,
what makes the most
difference is not your
“exterior”
but how you behave!

The question is **never**

"**will** I make a
difference?"

but **always**

"**will** the difference
I make be the one I
wanted to make?"

Your Legacy

Imagine it's the year 2019
and you're attending a
ceremony honoring you as
the **“Leader of the Year.”**

What do you hope others
will say about you
at that ceremony?

Truth 2

VALUES

drive

commitment

Q: What's *the first question* most people want to ask a *new* leader?

A: Who *are* you?

"In order to become a leader...it's important that I first define my values and my principles."

Olivia Lai

"Knowing **who I am** has been enormously helpful in **guiding me** in making **decisions** about what I would do and how I would do it."

Spencer Clark

Employee Commitment

Clarity about
organization's
values

High

Low

1

2

4

3

Low

High

Clarity about my
values

- a. 4.87
- b. 4.90
- c. 6.12
- d. 6.26

Source: *Journal of Business Ethics* (Schmidt & Posner)

Employee Commitment

| | | | |
|-------------------------------------|-------------|-------------------------|-------------------|
| Clarity about organization's values | <i>High</i> | 4.87 ₁ | 6.26 ₂ |
| | <i>Low</i> | 4.90 ₄ | 6.12 ₃ |
| | | <i>Low</i> | <i>High</i> |
| | | Clarity about my values | |

- a. 4.87
- b. 4.90
- c. 6.12
- d. 6.26

"Leadership is personal...Do the people you lead know who you are, what you care about, and why they ought to be following you?"

Ron Sugar

Q: How do people make
decisions and set
priorities?

A: On the basis of their
values

Step 1: Review the list of
Values That Matter
(add any that are missing).

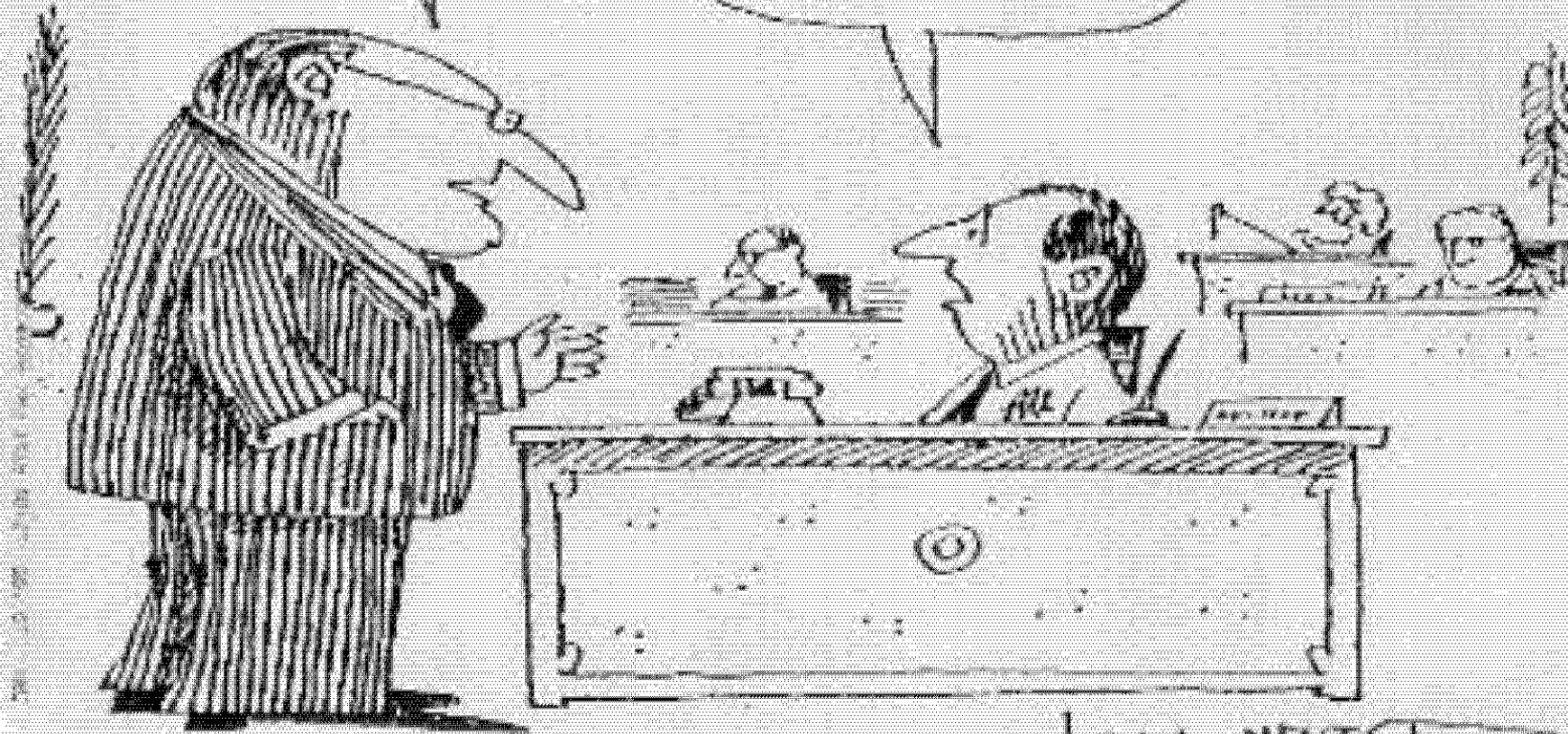
Step 2: Circle the 15 Personal
Values that are most important
to you.

Step 3: From your top 15,
write the **FIVE** that are
absolutely most important.

Take a few moments at your
table to explain **WHY** each
one is important to you.

WHY AREN'T YOU WORKING?

I DIDN'T SEE YOU COMING!



© 1994 by [unclear]

Q: How would you
know if someone
was a leader?

A: They have **followers!**



"If you think you are leading, and **no one is following** you, then you are just out for a **walk**."

Barry Posner



Truth 3

Leadership is a
relationship



Q: What is the critical **success** factor for the top jobs in organizations?

A: **Relationships** with direct reports

People *don't* quit
their companies.

They quit their
managers!

"Interacting with
the boss is rated,
on average, as
being less
enjoyable than
cleaning the
house."

Tom Rath



"Employees who have a close friendship with their manager are more than 2.5 times as likely to be satisfied with their job."

Tom Rath

How Others See You



Q: What personal values, characteristics, and traits would people use to describe you?

Q: What do *you* look for
and *admire* in a leader,
someone whose direction
you would *willingly* follow?

Q: Which of these are the most important leader characteristics?

1. Ambitious
2. Broad-minded
3. Caring
4. Competent
5. Cooperative
6. Courageous
7. Dependable
8. Determined
9. Fair-minded
10. Forward-looking
11. Honest
12. Imaginative
13. Independent
14. Inspiring
15. Intelligent
16. Loyal
17. Mature
18. Self-controlled
19. Straightforward
20. Supportive

Person *Willingly* Followed Must Be

___ Ambitious

(aspiring, hard-working, striving)

___ Broad-minded

(open-minded, flexible, receptive, tolerant)

___ Caring

(appreciative, compassionate, concerned)

___ Competent

(capable, proficient, effective, professional)

___ Cooperative

(collaborative, team player, responsive)

___ Courageous

(bold, daring, fearless, gutsy)

___ Dependable

(reliable, conscientious, responsible)

___ Determined

(dedicated, resolute, persistent, purposeful)

___ Fair-minded

(just, unprejudiced, objective, forgiving)

___ Forward-looking

(visionary, foresighted, sense of direction)

___ Honest

(truthful, has integrity, trustworthy)

___ Imaginative

(creative, innovative, curious)

___ Independent

(self-reliant, self-sufficient, self-confident)

___ Inspiring

(uplifting, enthusiastic, energetic, optimistic)

___ Intelligent

(bright, smart, thoughtful, reflective, logical)

___ Loyal

(faithful, dutiful, unswerving in allegiance)

___ Mature

(experienced, wise, has depth)

___ Self-controlled

(restrained, self-disciplined)

___ Straightforward

(direct, candid, forthright)

___ Supportive

(helpful, offers assistance, comforting)

Global Sample > 26,500

| | | | |
|------------|-----------------|------------|-----------------|
| <u>26%</u> | Ambitious | <u>85%</u> | Honest |
| <u>40%</u> | Broad-minded | <u>18%</u> | Imaginative |
| <u>20%</u> | Caring | <u>6%</u> | Independent |
| <u>64%</u> | Competent | <u>69%</u> | Inspiring |
| <u>26%</u> | Cooperative | <u>42%</u> | Intelligent |
| <u>21%</u> | Courageous | <u>18%</u> | Loyal |
| <u>37%</u> | Dependable | <u>16%</u> | Mature |
| <u>28%</u> | Determined | <u>11%</u> | Self-controlled |
| <u>35%</u> | Fair-minded | <u>31%</u> | Straightforward |
| <u>70%</u> | Forward-looking | <u>36%</u> | Supportive |

Global Sample

| | | | |
|------------|------------------------|------------|------------------|
| <u>26%</u> | Ambitious | <u>85%</u> | Honest |
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A: People Most Expect Their Leaders To Be

- Honest
- Forward-Looking
- Inspiring
- Competent

Q: *Why* are these characteristics so *important*?

- Honest
- Forward-Looking
- Inspiring
- Competent

..and what does this mean?

Components of **Credibility**

- Trustworthiness
- Expertise
- Dynamism

Components of **Credibility**

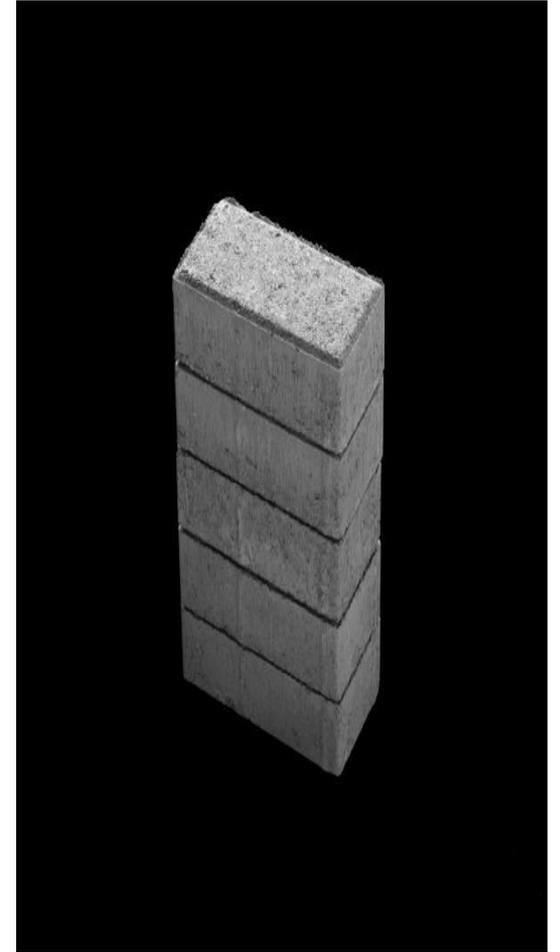
- Trustworthiness
- Expertise
- Dynamism

Attributes of **Leaders**

- Honest
- Competent
- Inspiring
- Forward-Looking

Truth 4

Credibility is
the
foundation
of leadership



The #1 Law of Leadership

"If you don't believe in
the messenger, you won't
believe the message."

Jim Kouzes and Barry Posner

"Subordinate's perceptions of a leader's **credibility** determine the actual extent to which a leader **can influence** their motivation, behavior, attitudes and beliefs."

Patrick Sweeney, Vaida Thompson & Hart Blanton

Q: What is credibility
behaviorally?

Q: How do you know
if someone *is credible?*

A: Leaders DWYSYWD

Do What You Say
You Will Do

"The model we set
with our actions
is far more powerful
than anything we say!"

Jim Kouzes and Barry Posner

Please clap
your hands.



Let's see if I can lead the whole group
to clap together in perfect unison:

*“I'll count to three, and **RIGHT** on
three, you clap.”*

TO REPEAT:

"The model we set
with our actions
is far more powerful
than anything we say!"

Jim Kouzes and Barry Posner

Truth 5

You either **lead by example**, or you **don't lead at all.**

"Firms where employees strongly believed their managers followed through on promises and demonstrated the values they preached were substantially more profitable than those whose managers scored average or lower."

Tony Simons

Walking the Talk

Q: If someone were to ask you for **evidence** that you are living your values, what would you say?

Take **your top values** and give 3 **examples** which demonstrate that you take these **values seriously**.

A: CALENDARS NEVER
LIE!

The most important way that
you demonstrate to others
that something is
important... is how you
allocate your time.

Evidence that You *Walk the Talk*

1. Responses to critical incidents and mistakes
2. Language that you use
3. Going first
4. Decisions are linked with values, especially regarding promotions, rewards, and recognition

Let's take a break!



Q: Who are the
historical leaders that
you most admire?

Q: What is the context
in which they led?

Historical Leaders

LEADERS

- Abraham Lincoln
- Martin Luther King
- Mother Teresa
- Winston Churchill
- Susan B. Anthony
- Nelson Mandela
- Mohandas Gandhi
- **Daniel O'Connell**

CONTEXT

- Civil War
- Civil rights
- Poorest of the poor
- World War II
- **Women's suffrage**
- Freedom movement
- Independence
- Human emancipation

Truth 6

Challenge is
the crucible
of greatness.



Tell us about a time
when you were at your
best as a leader.

Personal Bests

LEADERS

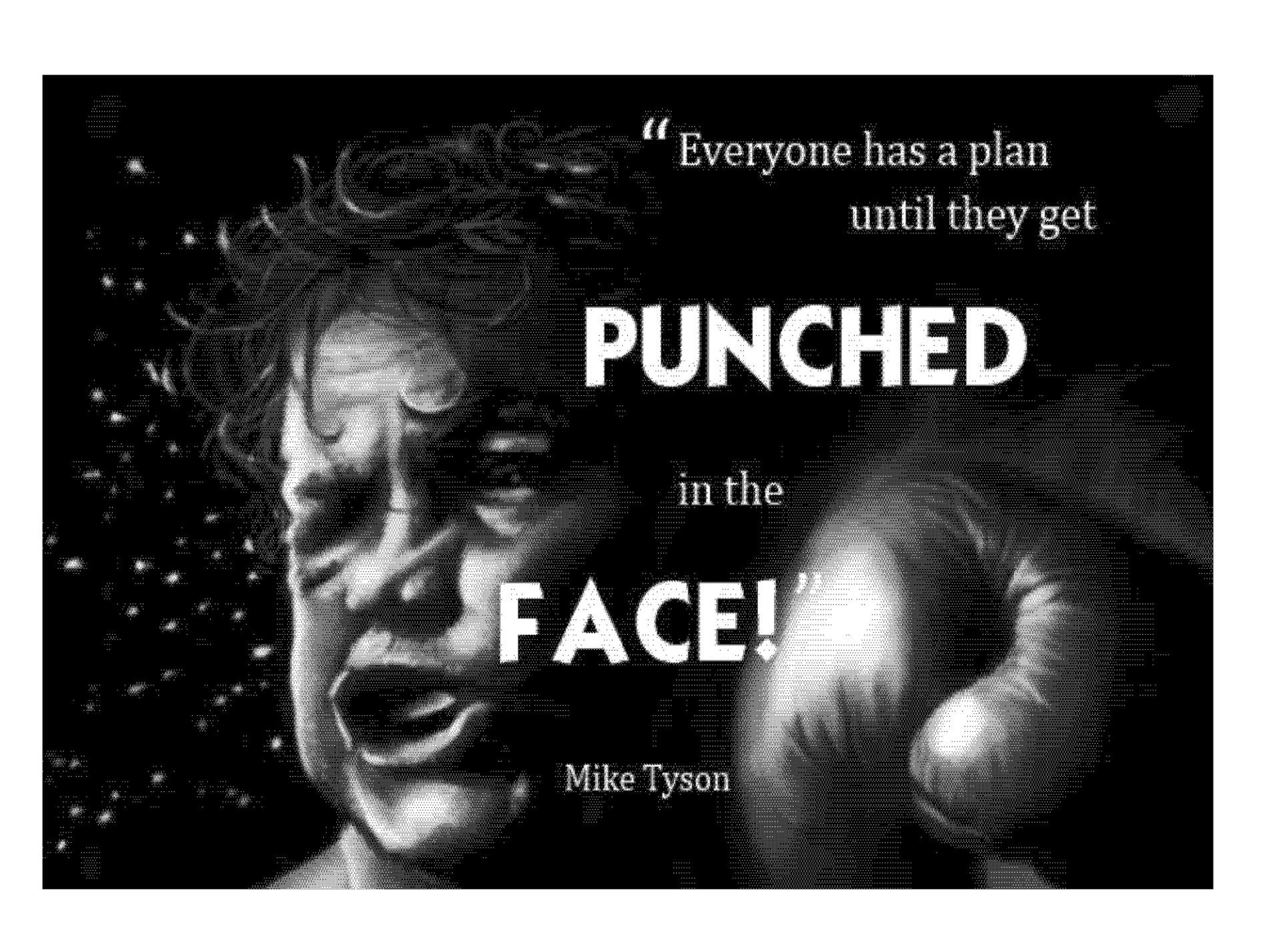
- ✓ Arlene Blum
- ✓ Carolyn Bourne
- ✓ Jacqueline Maartense
- ✓ Alan Keith
- ✓ Dick Nettell
- ✓ Andrew Coven
- ✓ Egon Zehnder

CONTEXT

- ✓ First all-female ascent
- ✓ First study of its kind
- ✓ Restore profitability
- ✓ Two years or close
- ✓ Turnaround
- ✓ Develop new product
- ✓ Start-up of company

"The similarity that most stuck out was that in each story the person described having to overcome **uncertainty** and **fear** in order to achieve his or her best."

Katherine Winkel



“Everyone has a plan
until they get

PUNCHED

in the

FACE!”

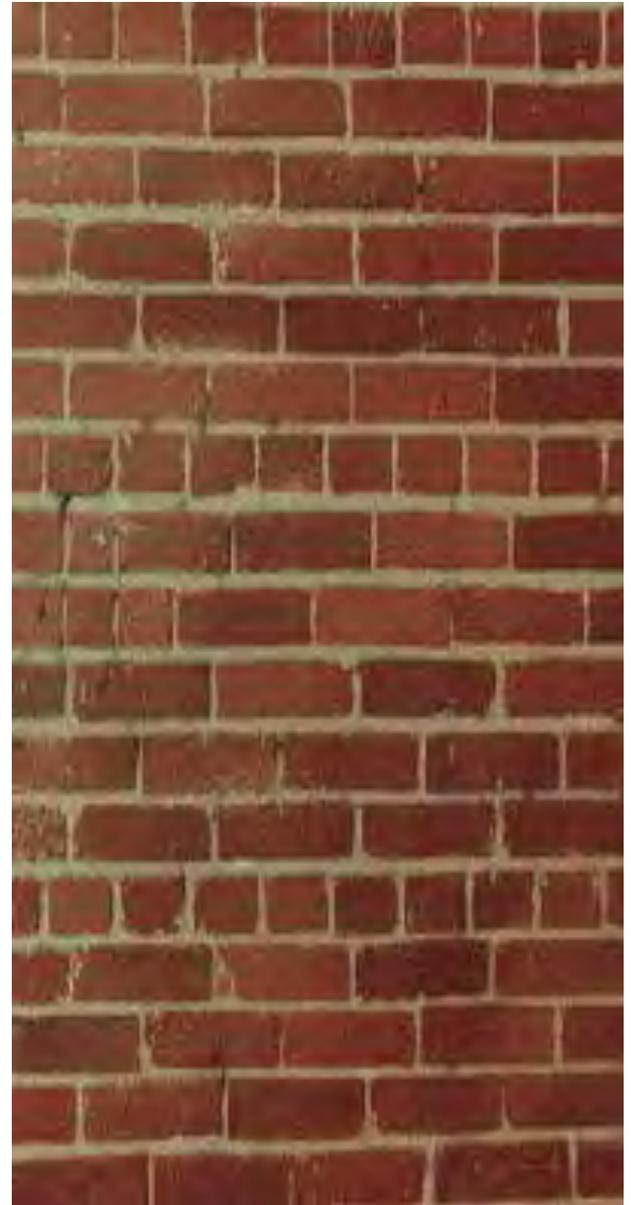
Mike Tyson

“What separates the men
from the boys...
is what they do when their
first plan fails.”

John Mullins and Randy Komisar

"The brick walls are there for a reason. They're not there to keep us out. The brick walls are there to give us a chance to show how badly we want something."

Randy Pausch



"I'd bet there isn't a single highly **successful person** who hasn't depended on **grit**."

Angela Duckworth

Everybody wants to go to
heaven,



but nobody wants
to die first.

Take a moment and make
some notes to yourself on
these two questions

1. **What** do you want?

2. How **badly** do you want it?

"No matter how capable a leader is, he or she *alone* won't be able to deliver ...without the joint efforts that come from *the team.*"

Eric Pan



Truth 7



You
can't
do it
alone.

TOP LEADERSHIP QUALITIES

1. Being able to see a situation from **someone else's point of view**
2. Getting along well with others
3. Having a high degree of personal integrity

"Impressive listening skills have been identified as one common characteristic of credible leaders."

David Garvin

No great idea ever enters
the mind through
an **open** mouth.



"You have to
really listen to
people finding
out what's
important to
them."

Andy Hodges



"I don't necessarily agree with everything Andy or the Postal Service is doing...but I know that Andy listens and that I can trust what he is saying."

Postal Employee

Appreciating Constituents

Q: What can you do to **listen better** to other people?

Q: In order to better **understand** another person's point of view what would you have to do?

Q. Are
leaders
born or
made?



**A. All
leaders are
born
AND made!**



"The best predictor
of future success in
managerial jobs is
learning agility."

Bob Eichinger, Mike Lombardo, and Dave Ulrich

Truth 8



The best
leaders are
the best
learners.

"Those people who
were most active as
learners were also
engaged most
frequently as leaders."

Barry Posner and Lillas Brown

"Two hours
per day if you
want to stay
the same.

More if you
want to get
better."

Glenn Michibata



"The development of expertise requires coaches who are capable of giving constructive, even painful, feedback."

K. Anders Ericsson, Michael J. Prietula, and Edward T. Cokely

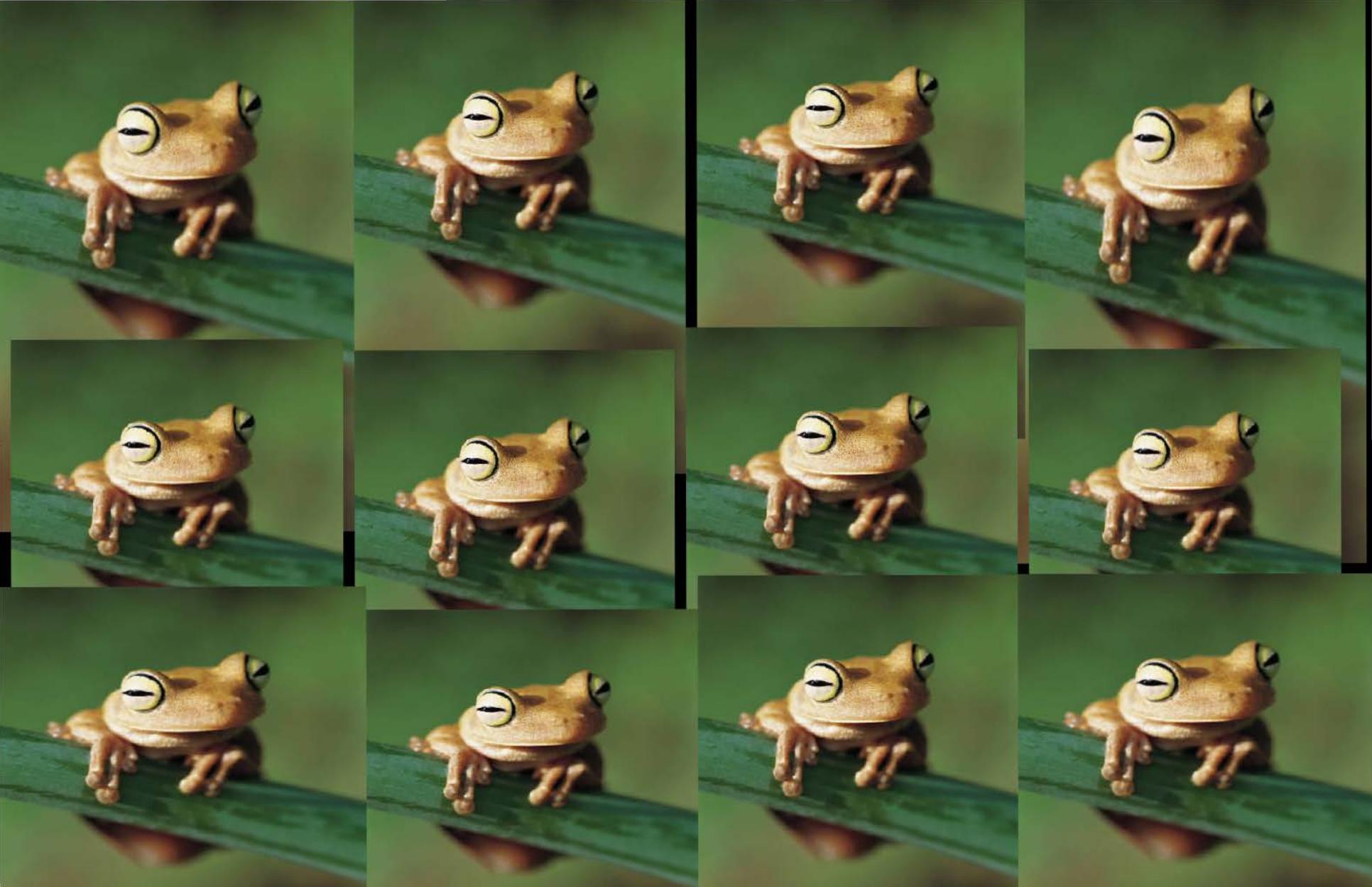
“High-improvement participants were *four times* more likely to have had *conversations* with their *manager* about how to *apply the learning.*”

Andrew Jefferson, Roy Pollock, and Calhoun Wick

1. You make a difference.
2. Values drive commitment.
3. Leadership is a relationship.
4. Credibility is the foundation of leadership.
5. You either lead by example or you **don't lead at all.**
6. Challenge is the crucible for greatness.
7. **You can't do it alone.**
8. The best leaders are the best learners.



Q: When does
leadership **begin**?



Parable of The 12 Frogs

Q: When does
leadership **begin?**

When you say **YES**
and **move forward!**

"Saying 'yes' begins things. An attitude of 'yes' is how you will be able to go forward in these uncertain times."

Michael Hogan

"The trumpet
is lying in the
case every
day waiting
for me."

Dizzy Gillespie



The LAST Question:

Are *you* ready
to say **YES** to
leadership?

JAMES M. KOUZES
BARRY Z. POSNER

Bestselling authors of *The Leadership Challenge*

THE
TRUTH
ABOUT
LEADERSHIP

The **NO-FADS**,
HEART-OF-THE-MATTER
FACTS YOU NEED TO KNOW

Prepared for
All Hallows
College
October 29, 2014

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