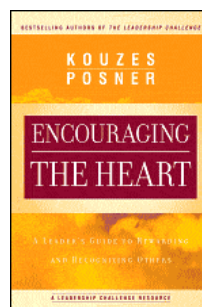


Characteristics of Admired Leaders

(Kouzes & Posner, 2002)

<u>Characteristics</u>	<u>% of Respondents</u>
Honest	88
Forward-Looking	71
Competent	66
Inspiring	65
Intelligent	47
Fair-minded	42
Broad-minded	40
Supportive	35
Straightforward	34
Dependable	33
Cooperative	28
Imaginative	23
Ambitious	21
Courageous	20
Caring	20
Mature	17
Loyal	14
Self-Controlled	8
Independent	6

To learn more about the Five Practices of Exemplary Leadership, read *The Leadership Challenge* by James Kouzes and Barry Posner.



Another book to consider is *Encourage the Heart* by James Kouzes and Barry Posner.

Books are available in the Center for Student Leadership & Community Engagement's Resource Library.

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CENTER FOR STUDENT LEADERSHIP & COMMUNITY ENGAGEMENT

University at Buffalo

The Five Practices of Exemplary Leadership



Understanding what leadership is and how you can be a better leader.

student *life* 

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

When getting extraordinary things done in organizations, leaders engage in these Five Practices of Exemplary Leadership:

- **Model the Way**

Titles are granted, but it's your *behavior* that wins you respect. As Gayle Hamilton, a director with Pacific Gas & Electric Company said, "I would never ask anyone to do anything I was unwilling to do first." 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. *Leaders model the way.*

- **Inspire a Shared Vision**

When people described to us their personal-best leadership experiences, they told of times when they imagined an exciting, highly attractive future for their organization. They had visions of what the future could be. They had absolute and total personal belief in those dreams, and they were confident in their abilities to make extraordinary things happen. *Leaders inspire a shared vision.*

- **Challenge the Process**

Leaders venture out. They don't sit idly by waiting for fate to smile upon them. Every single personal best leadership case involves some kind of challenge. Not one leader claimed to have achieved a personal best by keeping things the same. *All leaders challenge the process.*

- **Enable Others to Act**

Grand dreams don't become significant realities through the actions of a single person. Leadership is a team effort. Exemplary *leaders enable others to act.* They foster collaboration and build trust. They make it possible for others to do good work.

- **Encourage the Heart**

The climb to the top is arduous and long. People become exhausted, frustrated, and disenchanting. They're often tempted to give up. *Leaders encourage the heart of their constituents* to carry on. Genuine acts of caring uplift the spirits and draw people forward. Encouragement can come from dramatic gestures or simple actions.

Are leaders born or made?

"When we are asked this question, our answer, always offered with a smile, is this: Yes, of course, *all* leaders are born. We've never met a leader who wasn't. So are all the accountants, artists, athletes, parent, zoologists, you name it. We're all born. What we do with what we have before we die is up to us."

~ Kouzes & Posner, 2002

The Ten Commitments of Leadership

1. **FIND** your voice by clarifying your personal values.
2. **SET** the example by aligning actions with shared values.
3. **ENVISION** the future by imagining exciting and ennobling possibilities.
4. **ENLIST** others in a common vision by appealing to shared aspirations.
5. **SEARCH** for opportunities by seeking innovative ways to change, grow, and improve.
6. **EXPERIMENT** and take risks by constantly generating small wins and learning from mistakes.
7. **FOSTER** collaboration by promoting cooperative goals and building trust.
8. **STRENGTHEN** others by sharing power and discretion.
9. **RECOGNIZE** contributions by showing appreciation for individual excellence.
10. **CELEBRATE** the values and victories by creating a spirit of community.