

# Act

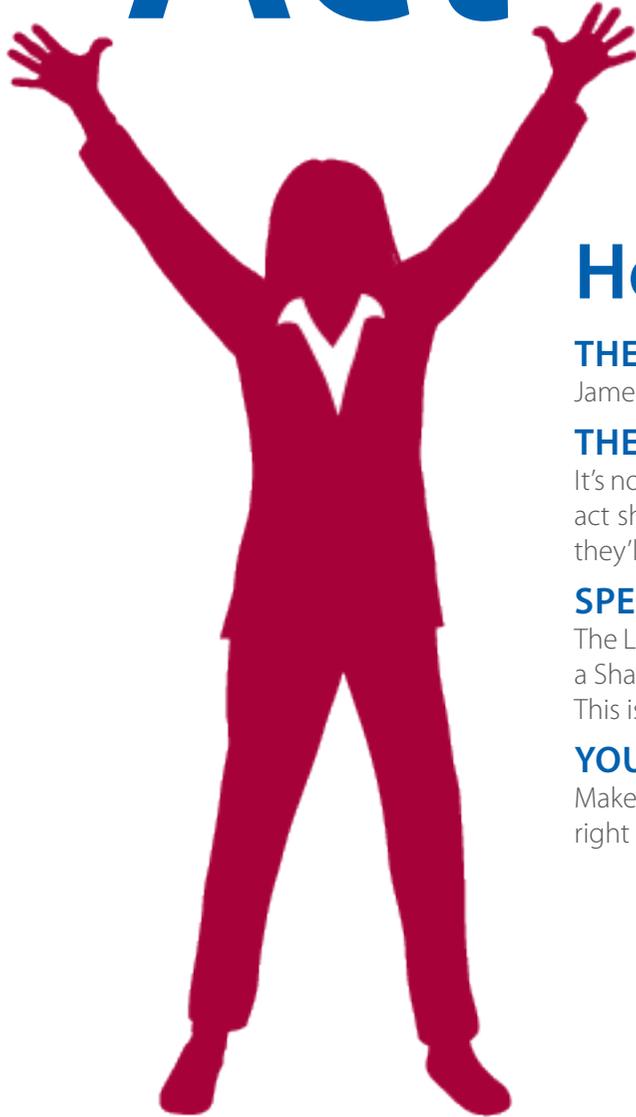
## How to Attract Willing Followers

BOOK  
RAPPER

DERIVED FROM : KOUZES AND POSNER, *THE LEADERSHIP CHALLENGE*



# Act



## How to Attract Willing Followers

### THE BOOK

James Kouzes and Barry Posner; *The Leadership Challenge*

### THE BIG IDEA

It's not your title, position or situation that makes you a leader. It's your behaviour. How you act shapes how people see you. And this credibility - in their eyes - determines whether they'll willingly follow you - or not.

### SPEED RAP

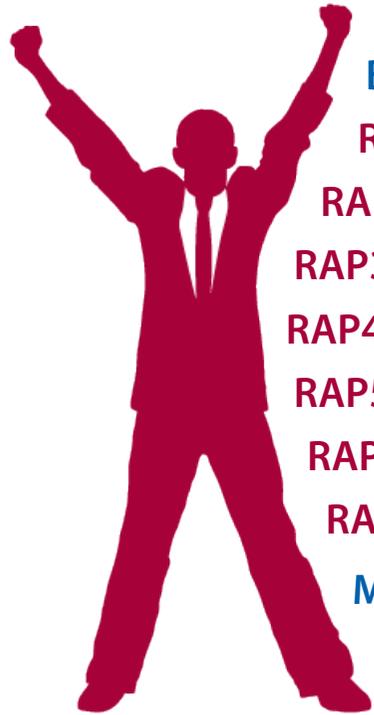
The Leadership Challenge revolves around five core practices: ❶ Model the Way ❷ Inspire a Shared Vision ❸ Challenge the Process ❹ Enable Others to Act ❺ Encourage the Heart. This is your leadership template for success.

### YOUR CHALLENGE

Make extraordinary things happen. That's the leadership challenge and it starts with you right now. Define what's important to you and create a project to lead others.

# Contents : Act

**Book Rapper** Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book. We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.



## BR Review

**RAP1** : The Challenge

**RAP2** : Model the Way

**RAP3** : Inspire a Shared Vision

**RAP4** : Challenge the Process

**RAP5** : Enable Others to Act

**RAP6** : Encourage the Heart

**RAP7** : Everybody's Business

**More...**

**Action** : App the Challenge



## THE BOOK RAPPER?

*Geoff McDonald* is a former architect who no longer designs buildings. Instead, as the *Ideas Architect*, he helps individuals and organisations to design, build and sell their ideas.

[GeoffMcDonald.com/blog](http://GeoffMcDonald.com/blog)

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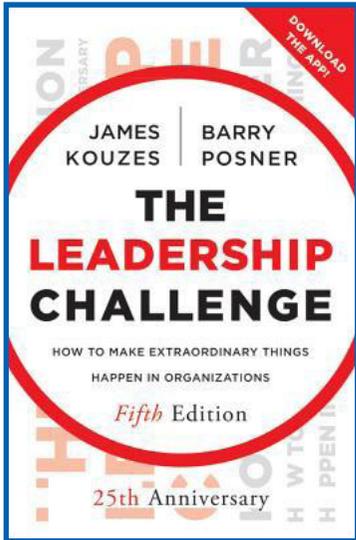
More...

# BR Review : The Leadership Challenge

James Kouzes and Barry Posner

The Leadership Challenge: How to make extraordinary things happen in organisations

Fifth Edition - 25th Anniversary; Jossey-Bass, Wiley, San Fransisco, 2012



## PRÉCIS

- A neat framework of five core practices and ten commitments based on deep research.
- Over two million copies sold, published in over 20 languages. This is the fifth edition. Credibility!

## FEATURES

- Filled with 100 all new case studies and real-life examples.
- Concise summaries make it easy to get the big picture.

## BENEFITS

- Simple framework facilitates action - regardless of your situation!
- A field guide and manual - Act like a leader today.

## WHO IT'S FOR

- For those of us wanting to make extraordinary things happen.



## JAMES KOUZES (LEFT)

- Being in JFK's honour guard at his Presidential inauguration as an Eagle Scout was the prompt for his career in leadership.

## BARRY POSNER (RIGHT)

- Ranked among the 10 Most Influential HR thinkers in the world by HR magazine.

## TOGETHER

- Worked together for over 30 years.
- Author of multiple joint books.
- Both based at Leavey School of Business at Santa Clara University - in the heart of Silicon Valley.
- Creators of the Leadership Practices Inventory (LPI) completed by over 500,000 people annually.

## BOOK WEBSITE

[LeadershipChallenge.com](http://LeadershipChallenge.com)

## RECOMMENDATION



## BOOK RAPPER SAYS...

The good news: The ten commitments are things you're probably already done and experienced. The real challenge: doing them more often.

# RAP1 : The Challenge

**PROFIT** : Leadership is a challenge. It's tough because it's not just about you. It's also about the people willing to follow you. And, it's even more of a challenge when making something extraordinary happen. Here we explore the two core questions that have inspired this work and can provide the context for your leadership.

## One Half...

This book's research is based on this simple, practical and everyday question...

*What did you do when you were at your personal best as a leader?*

Here's space to reflect, record and write your response.



It's from asking this question since the early 1980's to thousands of people and analysing the result that The Five Practices of Exemplary Leadership have been identified.

- 1 Model the way
- 2 Inspire a shared vision
- 3 Challenge the process
- 4 Enable others to act
- 5 Encourage the heart

### Financial Benefit

Over a five year period, organisations who were 'strongly engaged' in the use of the Five Practices, outperformed comparison organisations who were less engaged by a factor of 18. That's 18 times more net income. Impressive.

# RAP1 : The Challenge, Part 2

## The Other Half

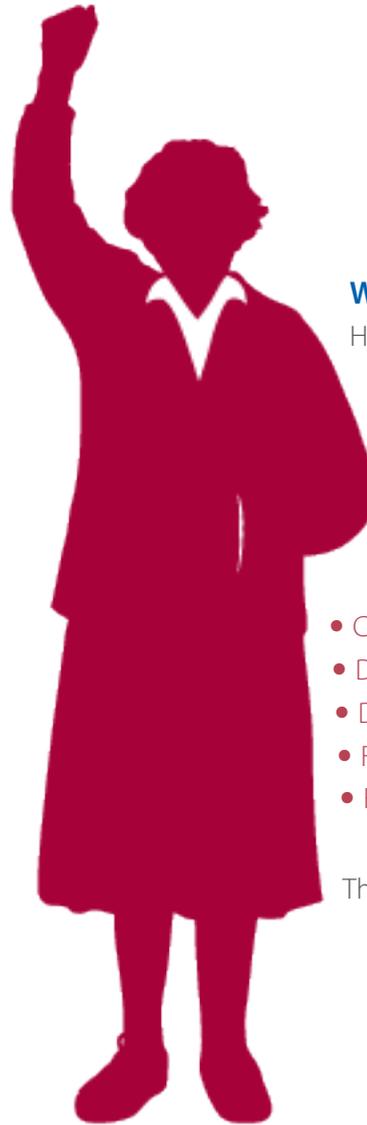
Leadership is a relationship. It's not just about you being at your best. It's about your followers and what they think.

Over 30 years and over 100,000 people around the global have been asked to identify:

**What qualities do you look for and admire in a leader - someone whose direction you would willingly follow?**

The top four responses have been woven into the practices as underlying themes.

Note: the key word 'willingly'. It's not about describing your boss just because they've got the title and position.



## Which would you choose?

Highlight your top 4 choices...

- Ambitious
- Broad-minded
- Caring
- Cooperative
- Competent
- Courageous
- Dependable
- Determined
- Fair-minded
- Forward-looking
- Honest
- Imaginative
- Independent
- Inspiring
- Intelligent
- Loyal
- Mature
- Self-controlled
- Straightforward
- Supportive

The research Top 4 are listed on the following page.

# RAP2 : Model the Way

**PROFIT : Titles don't make leaders. Your behaviour does. And, we've in our lives. The starting point for leadership is to be the behaviour Then it's up to you to set the example.**

**all been leaders at some point and in some specific situations you expect from others. This starts with clarifying your values.**

## Clarify Values

Leadership starts inside you! What are the values and beliefs you use to guide your decisions and actions? To be authentic you need to be consistently taking actions that support what is important to you.

Start by defining your leadership philosophy. Then do what you say based on these values.

And, because leadership is a relationship with others, you'll need to collaborate to develop a set of shared values. This common understanding will then be your guiding set of principles to establish organisational standards.

### Actions

- Identify your values by reviewing past experiences.
- Ask: What's my leadership philosophy?
- Define the values you use to make decisions.
- Help others articulate their values.
- Build consensus around values, principles & standards.
- Manage people by how they act on agreed values and standards.

## Set the Example

Once you're clear about what you believe in, it's time to stand up. Time to stand up and walk your talk and live by your values and beliefs. It's this consistency between what you say and what you do that builds credibility in the eyes of your followers. Remember, your followers are watching your every move! Send the right signals by highlighting critical incidents that offer valuable lessons for your team.

### Actions

- Spend your time wisely.
- Fulfil your promises and commitments.
- Ask purposeful questions that focus on values and priorities.
- Publicly ask for feedback.
- Highlight exemplary behaviour through memorable stories.
- Reinforce the behaviour you want repeated.

### The Research Top Four (from previous page)

- 1 Honest
- 2 Forward-looking
- 3 Competent
- 4 Inspiring



# RAP3 : Inspire a Shared Vision

**PROFIT : People describe their best leadership experience when they were inspired by a compelling, appealing and attractive future. It was something they believe would be worth pursuing for the common good. Leadership starts with a dream and a vision of what can be. Once this is created, it's time to enrol, involve and enlist others to join you on your quest.**

## Envision the Future

Commitment is best obtained willingly. Orders, commands and demands may suffice today and they'll fade tomorrow. You need to light a fuse inside others and the catalyst for this is to start with 'why'. Why is this important to you? Why is this important to other people? Your followers need to believe that you understand their needs and are working for the common good. Share your vision in ways that connect to their interests and the benefit to everyone. Be enthusiastic and inspire passion in others.

### Actions

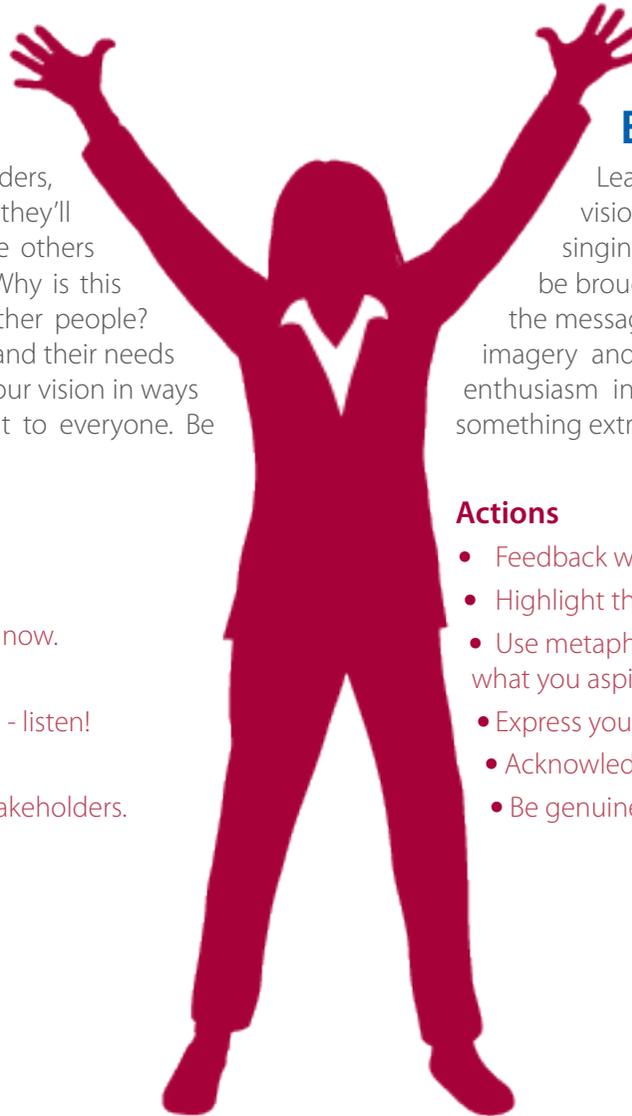
- Make a list of things you want to accomplish.
- Be curious for opportunities around you right now.
- Allocate time to reflect on the future.
- Reveal what is important to your stakeholders - listen!
- Involve others in defining the goals ahead.
- Weave your dreams with the hopes of your stakeholders.

## Enlist Others

Leadership is a team effort grounded in a united vision. As leader this is an important role - to get everyone singing the same tune. To be enduring, a vision needs to be brought to life before it is achieved. How you package the message of your vision is crucial - language, metaphors, imagery and symbols are the tools you need to generate enthusiasm in others so they'll willingly engage in creating something extraordinary.

### Actions

- Feedback what you have learnt from your followers.
- Highlight the long term value of working on a common goal.
- Use metaphors, stories, symbols and examples that represent what you aspire to.
- Express your true feelings.
- Acknowledge the emotions of others.
- Be genuinely upbeat about the future.



# RAP4 : Challenge the Process

**PROFIT : Leadership relies on creating change. It's about disrupting the status quo. This requires stepping into the unknown. Leaders rise up and challenge the existing. Look for alternatives, possibilities and opportunities. And, be willing to experiment and take risks.**

## Search for Opportunities

You don't make the extraordinary happen by doing the usual ordinary same-old things. You need to be constantly look for alternative ways of getting more done with less effort. You don't have to be first, you just need to disrupt 'business as usual'. Look for opportunities yourself and create conversations that encourage others to do the same. Turn your boring job into an adventure!

### Actions

- Ask: What's New? Next? And Better?
- Be constantly learning and putting yourself in new situations.
- Invite others to contribute their ideas.
- Be restless for new and different.
- Ask your customers, clients and suppliers for their feedback.
- Explore outside your organisation via the web and face-to-face conversations.

## Experiment and Take Risks

Leaders are change makers. And, pursuing new paths brings with it uncertainty and not knowing. To learn, grow and move forward it helps to view change as a challenge. This is your leadership challenge and the one you'll want your team to confront and conquer. Small wins are the key to exploring, experimenting and challenging the status quo. Take calculated risks and drive learning to lead the way.

### Actions

- Keep people focussed on what they can control.
- Challenge people as a means to personal satisfaction.
- Continuously experiment by creating models, running pilot programs and testing new things.
- Debrief success and failure - what can you learn?
- Honour your mistakes by learning from them.
- Create a habit of learning something every day.



# RAP5 : Enable Others to Act

**PROFIT :** Major results are not created by an individual. They require a team effort based on trust and solid relationships. This leads to powerful collaborations between those needed to fulfil your shared vision. And, you can further this by giving them responsibilities and enhancing their capabilities.

## Foster Collaboration

If collaboration is grounded in trust and the quality of relationships then building this is a leadership imperative. You'll need to trust others and be open and transparent so others can trust you. Start by sharing information freely. And, to build relationships connect people to the common goal. Highlight that each person needs to help each other to achieve the overall objective.

### Actions

- Say 'I trust you' to your team - regularly!
- Share information about yourself - hopes, concerns, fears, mistakes...
- Show concern and respect for issues others are confronting.
- Listen, listen, listen.
- Put the organisation's interests above your own.
- Consistently promote the common goal you are striving for.



## Strengthen Others

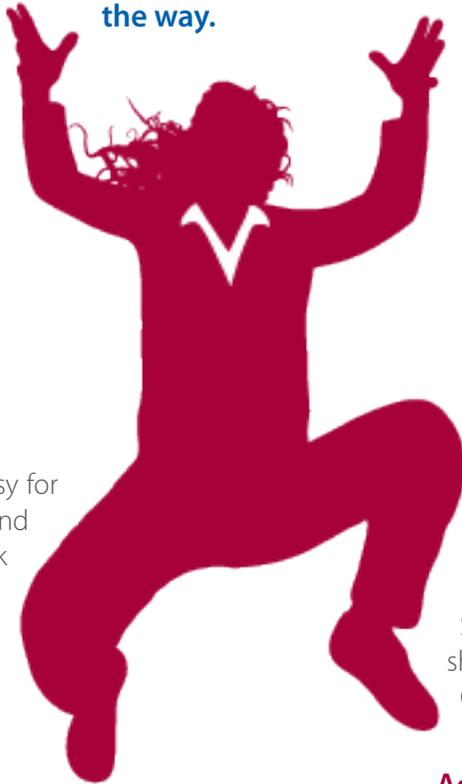
A leader's core role is to create other leaders. By improving and strengthening their performance you improve your results and those of the organisation. Giving others responsibility is crucial. Learning and growing your team is a worthwhile mantra. Invest in your team so they grow as people. Know when and how to challenge them so they perform at their best.

### Actions

- Allow a freedom of choice for team members in how they get things done.
- And, give them room to make their own judgements.
- Provide the necessary resources, including information.
- Eliminate routine assignments - now!
- Be a coach to your team.
- Ask questions and stop giving answers.

# RAP6 : Encourage the Heart

**PROFIT :** Challenging the status quo, tackling the unknown and fulfilling the future can be challenging. As leader to ensure your followers stay the journey you'll need to provide the motivation, inspiration and encouragement to carry-on. You can achieve this by acknowledging contributions and celebrating the victories along the way.



## Recognize Contributions

Setting really clear objectives and expectations makes it easy for people to know where they stand. Aim high to achieve more and provide clear lines of communication through open feedback that supports, encourages and fosters learning. Recognize and reward contributions through simple gestures such as saying 'Thank you' or 'Good job'. Appreciate your team and personalise recognition.

### Actions

- Ensure everyone knows what's expected of them.
- Expect more to get more from your team.
- Communicate your positive expectations with cheer.
- Create space for regular feedback.
- Connect with people as individuals - say 'Thank you!'
- Have fun!

## Celebrate the Values and Victories

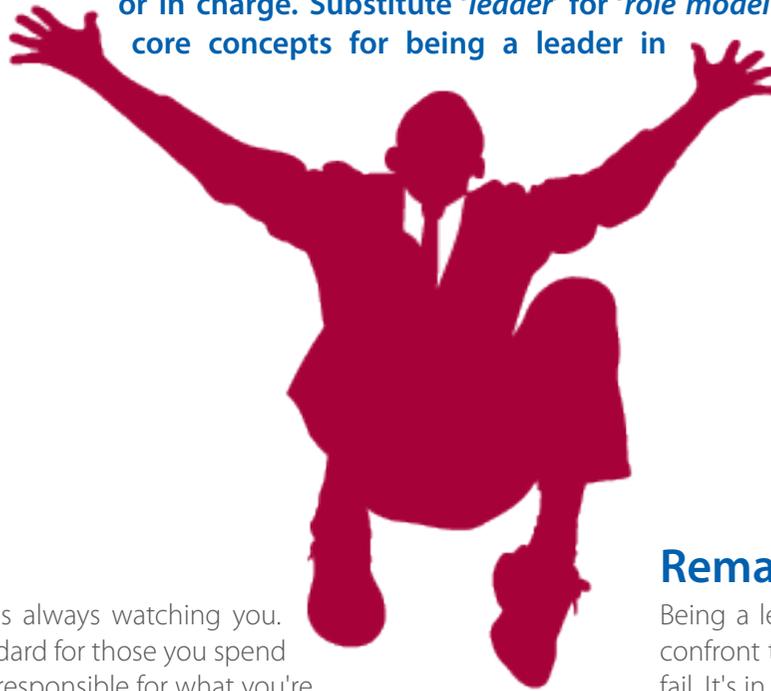
If you're really playing as a team then you win together and celebrate together. Visible and public acknowledgements are crucial motivators for ongoing performance. Create social interactions that enable your team to get to know each other - formally and informally. Set the example by leading the celebrations and telling stories that share what you've been through and what you've accomplished. Create a community people want to be part of.

### Actions

- Create occasions to bring people together.
- Share success stories within your team.
- Highlight when your team go beyond the call of duty.
- Repeat often: 'We are in this together!'
- Plan celebrations for the small and significant victories along the way.
- End team meetings by acknowledging great performance.

# RAP7 : Everyone's Business

**PROFIT :** Leadership is about behaviour. And, if you matter and your life is important then sometimes you need to step up to be a leader. It's not about being CEO, president or in charge. Substitute 'leader' for 'role model' and you'll soon recognise that leadership is everyone's business. Here's six core concepts for being a leader in your life.



## Know You're Important

Start by acknowledging that someone is always watching you. What you do is important. It sets the standard for those you spend time with to model and reflect upon. Be responsible for what you're creating around you.

## Practice

Are leaders made or born? We're all born and some develop the skills of being a leader. Consciously or not, they practice creating the future and involving others to fulfil it. View yourself as an athlete. Train to develop practices and habits to increase your influence and be a better leader.

## Know Thyself

Leadership starts within you. And it springboards from how well you know yourself. What are you strong at? Weak at? What do you enjoy? What are your abilities? Reflect on who you are in the world and grow yourself to be a better leader.

## Remain Humble and Human

Being a leader is not about being perfect. It's about having the courage to confront that you're treading an uncertain path and at various times you will fail. It's in these moments the power is to remember to be human and own all your foibles.

## Seize the Moment

Whilst mostly we plod along through routines and repetition, great advances can be made in decisive moments. Stay tuned to what's going on around you to identify opportunities. And, when it appears, grab it with both hands.

## Stay in Love

Producing outstanding results requires constant attention over time. And, the secret to life, the elixir of motivation and the source of your inspiration lives in your heart. Doing something you love is the key to playing a long-term game.

# More...

**PROFIT :** Want more? Here's some additional Book Rapper issues to consider. Want more than this? We suggest you buy the book! Or buy Kouzes and Posner's other books.

## OTHER BOOK RAPPER ISSUES



### Authentic

Credibility and Authenticity are closely related reasons for why someone might willingly follow you.

Derived from Goffee and Jones's *Why Should I be Led By You*



### On Becoming You

A focus on the personal aspect of stepping up to become a leader in your own life.

Derived from Warren Bennis, *On Becoming a Leader*



### Victory

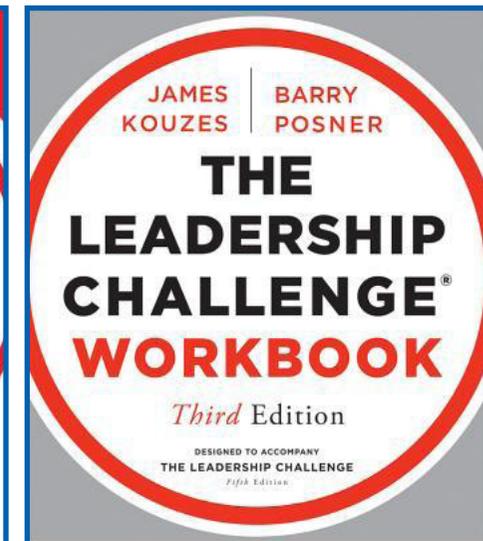
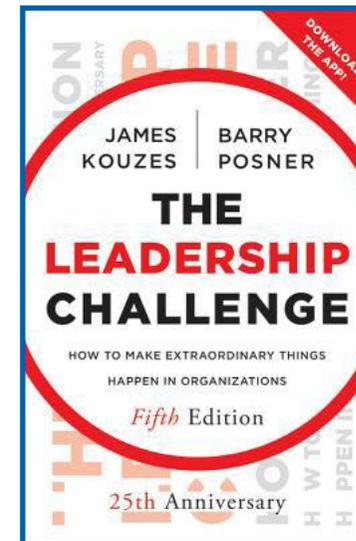
How to achieve your goals and work with others to achieve theirs.

Derived from Heidi Grant Halvorson, *Succeed*

## ALSO FROM KOUZES AND POSNER

The Leadership Challenge - 5th Edition on Amazon

The Leadership Challenge Workbook - 3rd Edition on Amazon



# Action : App the Challenge

**PROFIT :** To be credible as a leader relies on the fundamental tenet: *Do What You Say You Will Do*. It would be inconsistent to ask your followers to take on the Leadership Challenge if you weren't willing to do it yourself. And, we recommend the App that complements the book.



## The Leadership Challenge Lite Version

*Free from iTunes*

The lite version provides the basic outline of the five practices and ten commitments. It's a neat summary of the core ideas - similar to what's in this RAP.

- The added bonus are the 12-14 actions listed for each of the ten commitments. That's over 130 activities you can undertake.
- You can also schedule these actions into your calendar.



## The Leadership Challenge Full Version

*\$5.49 from iTunes*

The full version takes it much further and is worth the modest fee.

- Includes all the actions in the lite version.
- Describes the Practices in more detail - including a Case Study example of each commitment.
- Offers six videos by the authors - one short introductory video and one 60 second video on each the five practices.
- And, if you log in and register, you can link your actions to your calendar plus your contacts lists so you can invite others to attend and provide feedback.
- Also, there's a quote from the books each day.
- And, links to news and updates from the authors website.

## RECOMMENDATION



### App it!

The book is great if you love books. And, if you're not likely to read it, you're better off with the app. It'll tip you into action more quickly!

# CREATE *Your* NEXT BIG THING



## Geoff McDonald

Author of Book Rapper, seven books and international presenter. Geoff is a former architect who helps business experts and organisations create their next big thing.

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OF ARCHITECTS

