

# The Leadership Challenge

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**Challenge the Process:** Those that lead others to greatness seek and accept challenge. Not one person can claim to do their personal best by keeping things the same. Leaders challenge the process and serve as pioneers. Leaders know well that experimentation, innovation and change all involve risk and failure but they proceed anyway. Leaders learn from their failures as well as their successes. *What does this look like?* Devote at least 25% of your meeting time to improvement and innovation. Ask “what are we doing it this way?” about every procedure your team uses. Go shopping for ideas — ask other chapters how they do things.

**Inspire a Shared Vision:** Leaders have visions and dreams of what could be, to change the way things are and to create something that no one else has created before. Leaders inspire a shared vision. They understand that people will not follow until they accept a vision as their own. Leadership is a dialogue, not a monologue. Leaders are enthusiastic. *What does this look like?* Envision your chapter 10 years from now and share those thoughts with your members. Interview your members and advisors - ask them where they'd like to see the chapter in 10 years. Give a five minute speech on your vision.

**Enable Others to Act:** Leaders talk in *we*. Leaders create a sense of teamwork and enlist all of the stakeholders — members, new members, alumnae, advisors — in creating change. Enabling others to act is not hoarding power but giving it away. Leadership is a relationship, founded on trust and confidence. Without trust and confidence, people do not take risks. Without risk, there is no change. Without change, organizations and movements die. *What does this look like?* Treat every job as a project and involve your members in it. Commit to replacing the word “I” with the word “we.” Admit your mistakes. Talk weekly about where you are with you goals.

**Model the Way:** Leaders never ask people to do what they themselves wouldn't do. They set an example and build commitment through simple, daily acts that create progress and momentum. Leaders serve as a personal example. They understand their deeds are far more important than their words and must be consistent. Leaders concentrate on small wins, building confidence along the way and strengthening the commitment to the long-term future. *What does this look like?* Clarify your personal values or principles that you believe should guide your team and communicate it with your team. Be expressive—even emotional—about your beliefs. Make decisions visible. Behave in ways that demonstrate and reinforce your stated values.

**Encourage the Heart:** Leaders understand change is long and can be frustrating. They understand their followers might be discouraged at times. It's part of a leader's job to show people they can win. Leaders encourage the heart so their followers can carry on. Leaders show genuine acts of caring. They reward performance. They recognize and celebrate successes. Leaders also find the small ways they encourage themselves throughout the process. *What does this look like?* Publicly praise the member that best exemplifies the team values. Give your members tools to recognize one another, like “You Made My Day” note cards. Say thank you. Provide feedback about results. Be personally involved.