

# You Are Already Leading

*Just Not Frequently Enough*

Jim Kouzes

ATD

MARCH 16, 2016

# Objectives

1. Evidence that **leadership capability** is needed and more readily available than popularly assumed.
2. The **Five Fundamentals** of Becoming an Exemplary Leader and their implications.
3. Practical **actions** emerging leaders & talent developments professionals can take.

# The World Needs Exemplary Leaders

Percent of respondents who think there is a **leadership crisis** in the world today.

**86%**

Source: Outlook on the Global Agenda 2015, World Economic Forum.

Percent of companies  
seriously worried about their  
leadership pipelines?

86%

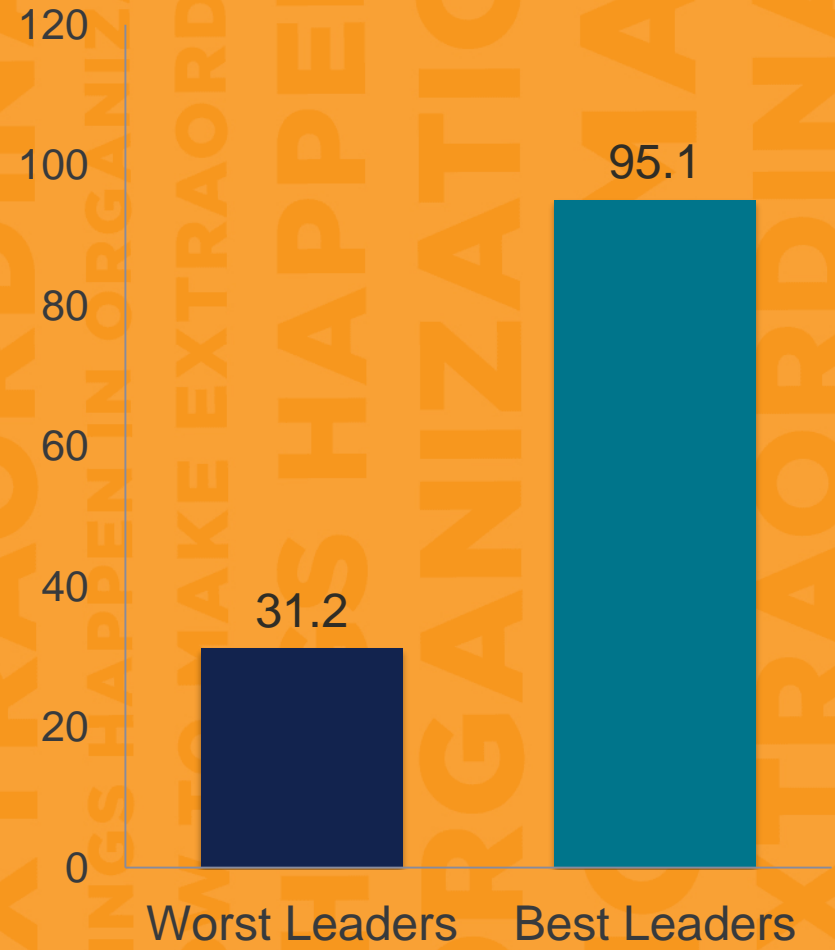
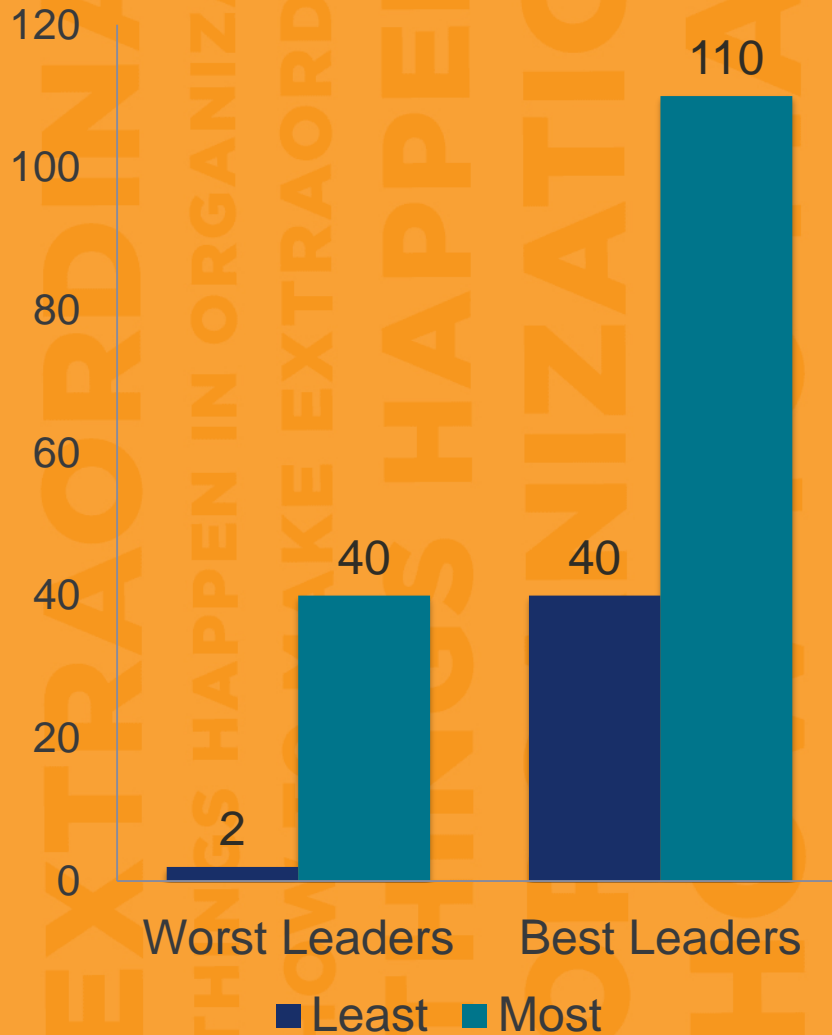
Source: Global Human Capital Trends 2015, Deloitte.

“I think good people  
**deserve** good leadership.  
The people I manage  
deserve **the best**  
leadership in the world.”

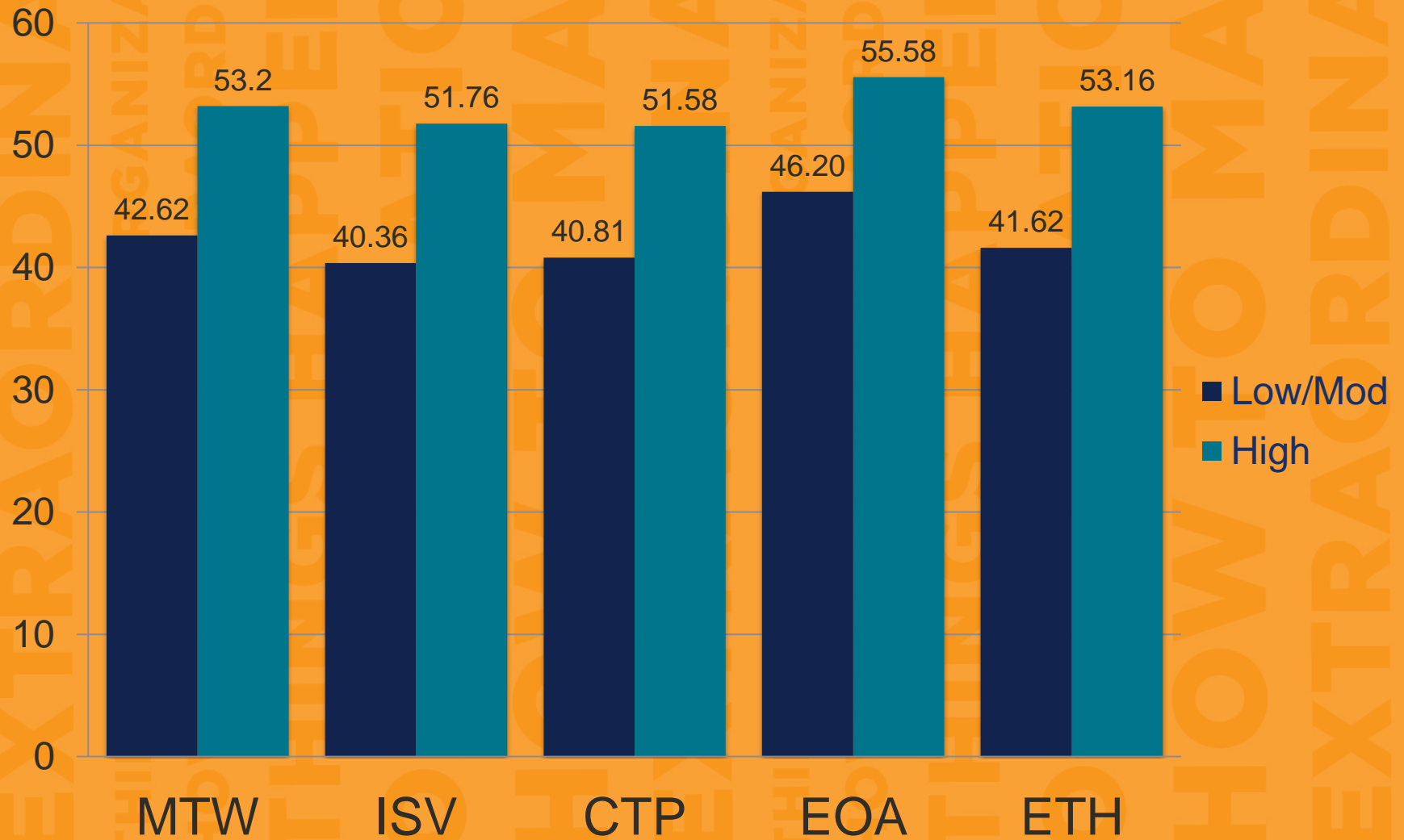
---

Debi Coleman, Board of Directors, Synopsys and opening case in  
TLC 1<sup>st</sup> edition

# Talents Utilized by Leaders



# Leader Effectiveness





What is the question  
asked **most frequently**  
about leadership?

“Are leaders **born** or  
made?”

# Poll

What percentage of a people demonstrate no leadership ability?

1. 0-5%

2. 6-10%

3. 11-15%

4. 16-20%

5. 21-25%

6. 26-30%

The percentage of people who demonstrate **no leadership ability** whatsoever is:

**0.00013%**

Source: J. M. Kouzes and Barry Z. Posner, *Learning Leadership*, 2016.

The percentage of people who demonstrate leadership ability is:

**99.99987%**

Source: J. M. Kouzes and Barry Z. Posner, *Learning Leadership*, 2016.

You are *already*  
leading. Just not  
*frequently*  
enough.

---

Jim Kouzes & Barry Posner, *Learning Leadership*

How do we **become**  
**better** leaders so  
that we can make  
an even **more**  
**positive** difference?

# The Fundamentals of *Learning Leadership*

To become an exemplary leader you need to:

1. Believe you can
2. Aspire to excel
3. Challenge yourself
4. Engage support
5. Practice deliberately

1

Believe  
you can



“Maybe someone  
like myself does  
have the possibility  
of being a leader.”

---

‘Jane Blake,’ in email to Jim Kouzes and Barry Posner

“Those with the **fixed** mindset did **not profit** from their mistakes. But those with the **growth** mindset kept on **learning.**”

---

Carol S. Dweck, *Mindset: The New Psychology of Success*

“Better learners ...  
consistently engaged in  
leadership practices **more  
frequently** than those in  
the low learning  
category.”

---

Lillas Brown and Barry Posner  
*Leadership & Organizational Development Journal*



“...everything you need to be **a successful leader** you already have.”

Melissa Poe Hood

# Self-Coaching Action

At the beginning of **every day**, remind yourself that you can make a **positive difference** in the lives of others. Affirm **one thing** you will do that demonstrates that.

# 2 Aspire To Excel

“...those who lead primarily from **values-based** motivations...**outperform** those who lead with additional **instrumental** outcomes and **rewards.**”

---

Tom Kolditz, “Why You Lead Determines How Well You Lead,” *Bloomberg News*, July 22, 2014

“So, Jim,  
where do  
you see  
yourself  
in ten  
minutes?”



*“So, Jim, where do you see yourself in ten minutes?”*



Question: What is **most lacking** in the next generation of leaders?

**31.5%**

“Ability to create a **vision** and **engage others** so they feel ownership and passion about achieving it.”

Source: EDA Trends in Executive Development 2015

“Imagine your own career  
ten years out, and dream  
of a position that serves  
you well...Create your  
own position. Create our  
future.”

---

Nancy Sullivan, vice president of Disability Benefits, Trustmark Companies

# Self-Coaching Action

Imagine it's 10 years from now and you're attending a ceremony honoring you as the “**Leader of the Year.**”

What do you hope others are **saying about you** that night?

**Let's take  
some  
questions.**

# 3 Challenge Yourself



“My absolute **favorite thing** about human beings is that we're **never satisfied** with our condition.”

---

Kaily Adair, University of Alabama

# Poll

Which of the following two statements is **correct** for great **classical** musicians?

1. The **more** pieces they **composed**, the **more** popular their music is.
2. The **fewer** pieces they **composed**, the **more** popular their music is.

Source: Adam Grant, *Originals*



“It is **impossible** to live without **failing** at something, unless you live so **cautiously** that you might as well **not have lived** at all, in which case you have **failed** by **default.**”

---

J.K. Rowling, *Very Good Lives: The Fringe Benefits of Failure and the Importance of Imagination*

“I’d bet there isn’t a  
single highly  
**successful** person who  
hasn’t depended on  
**grit.**”

---

Angela Duckworth, University of Pennsylvania

# Self-Coaching Action

*Answer this:* What's the next step in your development that is both important to you and will challenge you?

# 4 Engage Support

You can't lead  
alone, and you  
can't learn  
alone.

“...unless there is a long and intensive process of encouragement, nurturance, education, and training, the individuals will not attain extreme levels of capability...”

---

Benjamin Bloom, *Developing Talent in Young People*. New York: Ballantine Books, 1985.

“Modeling is the  
first step in  
developing  
competencies.”

---

Albert Bandura, Stanford University, in *Self-Efficacy: The Exercise of Control*

# LEADERS ARE LEARNERS, BUT...

The **LPI behavior** on which  
leaders score the **lowest** is:

**#16 I ask for feedback** on how  
my actions affect other  
people's performance.



# Self-Coaching Action

Connect to people who have mastered a practice and can show you, by their example, how to lead. Who are those people in your life?

# 5 Practice Deliberately

“...the differences between expert performers and normal adults reflect a **life-long period of deliberate effort** to improve performance in a specific domain.”

---

K. Anders Ericsson et al, *The Cambridge Handbook of Expertise and Expert Performance*



“You have to learn  
to turn your  
workplace into a  
practice field.”

---

Jim Kouzes and Barry Posner, *Learning Leadership*



HOW TO MAKE  
EXTRAORDINARY  
THINGS HAPPEN IN ORGANIZATIONS  
HOW TO MAKE EXTRAORDINARY

EXTRAORDINARY  
THINGS HAPPEN IN ORGANIZATIONS

“Greatness is  
a **habit**, not a  
birthright.”

---

Lewis Howes, *School of Greatness*

# Self-Coaching Action

“At the end of each day, record your answer to this question: ‘What did I **do** **today** to **improve** so that I’m a **better** leader than I was yesterday?’”



**Let's take  
some  
questions.**

# In Summary

# Becoming the Best

To become an exemplary leader you need to:

1. Believe you can
2. Aspire to excel
3. Challenge yourself
4. Engage support
5. Practice deliberately

“You never know where **one step** will take you. And you never know where the **next one** will lead. The **difference** in being a leader is that **you take** the step.”

---

Melissa Poe Hood, Founder of Kids F.A.C.E.

“It’s about making the most of every moment, about stretching your own boundaries, about being willing to learn constantly, and putting yourself in situations where learning is possible...”

Jim Whittaker, 1<sup>st</sup> American to ascend Mt. Everest





obrigado

Dank U

Merci

mahalo

Köszi

спасибо

Grazie

Thank  
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos

JAMES M. KOUZES  
BARRY Z. POSNER  
Bestselling authors of *The Leadership Challenge*



# LEARNING LEADERSHIP

The *5 Fundamentals* of Becoming an  
EXEMPLARY LEADER

For more  
information about  
Jim Kouzes,  
*Learning  
Leadership & The  
Leadership  
Challenge* visit:

[www.leadershipchallenge.com](http://www.leadershipchallenge.com)