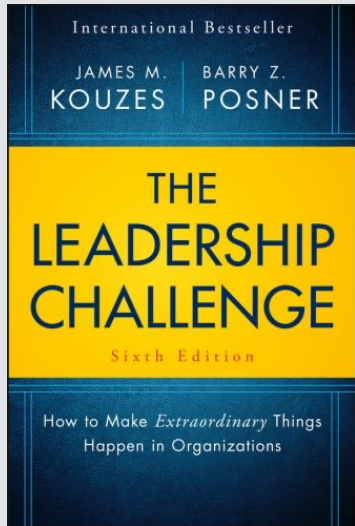


AGLP Leadership Development Curriculum

Leadership Practices:
Enable Others to Act

111/7/2022

AGLP Leadership Development Framework



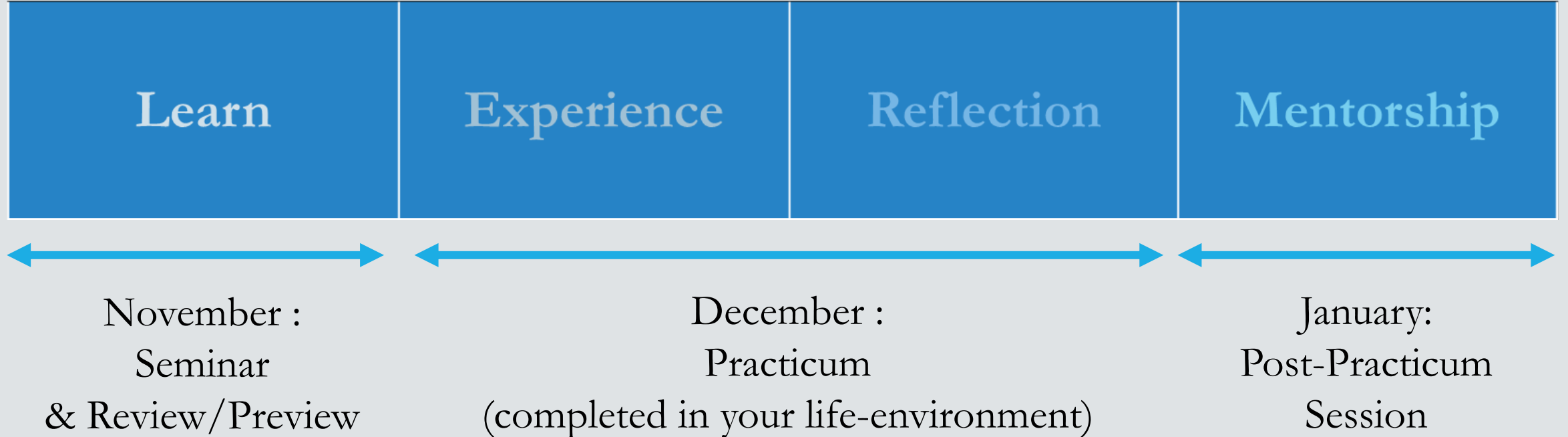
The Five Practices of Exemplary Leadership® Model* (Kouzes & Posner)



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

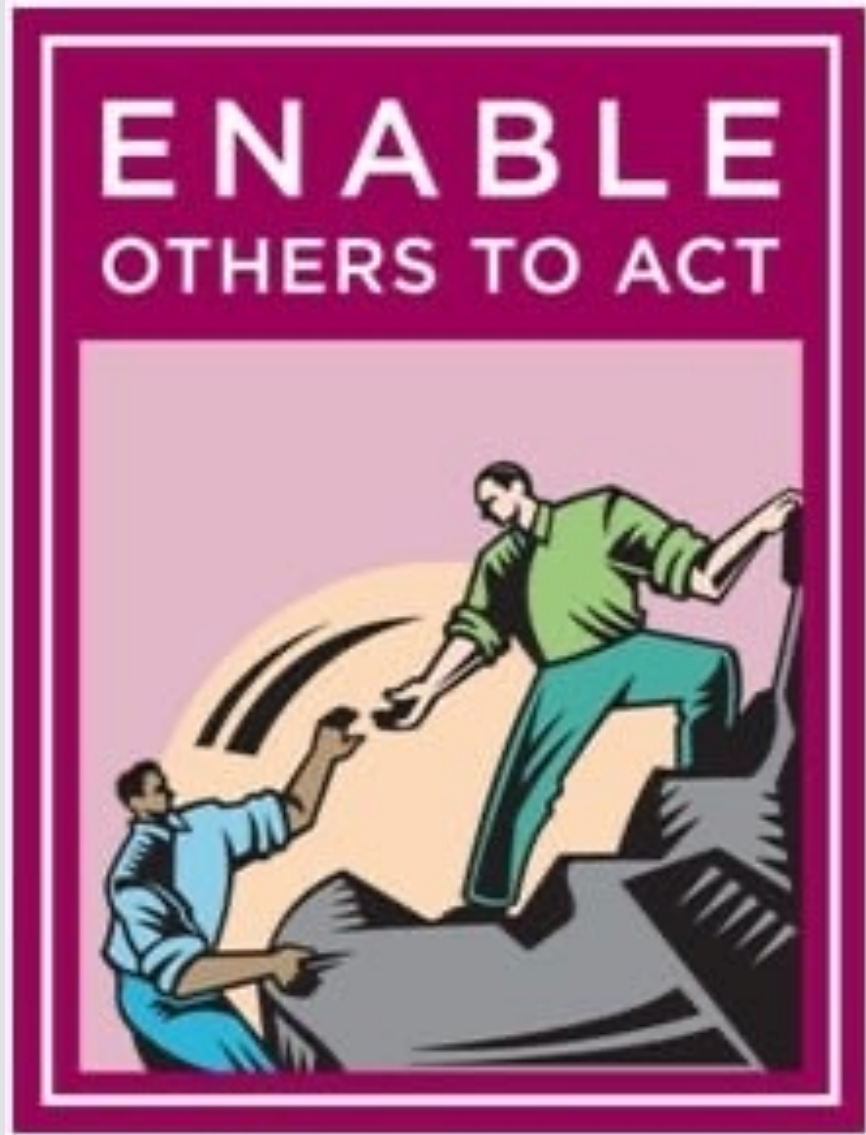
AGLP Leadership Development Sequence

Leadership Practices: Enable Others to Act



“You can’t do it alone... You can’t make extraordinary things happen by yourself. It’s collaboration that enables corporations, communities & even virtual classrooms to function efficiently.”

Enable Others to Act: Outline



- Foster Collaboration
 - create a climate of trust
 - facilitate relationships
- Strengthen Others
 - enhance self-determination
 - develop competence & self-confidence
- Case Studies
- Take Action

Enable Others to Act

[Enable Others to Act Overview Video](#)

Foster Collaboration: Create a Climate of Trust

- **invest in trust:** *“the most effective leadership situations are those in which each member of the team trusts the others”*
- **be the first to trust:** *“to earn someone’s trust you have to be able to give them your own”*
- **show concern for others:** *“when others know you will put their interests above your own, they won’t hesitate to trust you”*
- **share knowledge & information:** *“trust goes up when people share knowledge and information”*



Blast from the Past: Aligning Values with Actions*



source credibility

credibility is the foundation of leadership

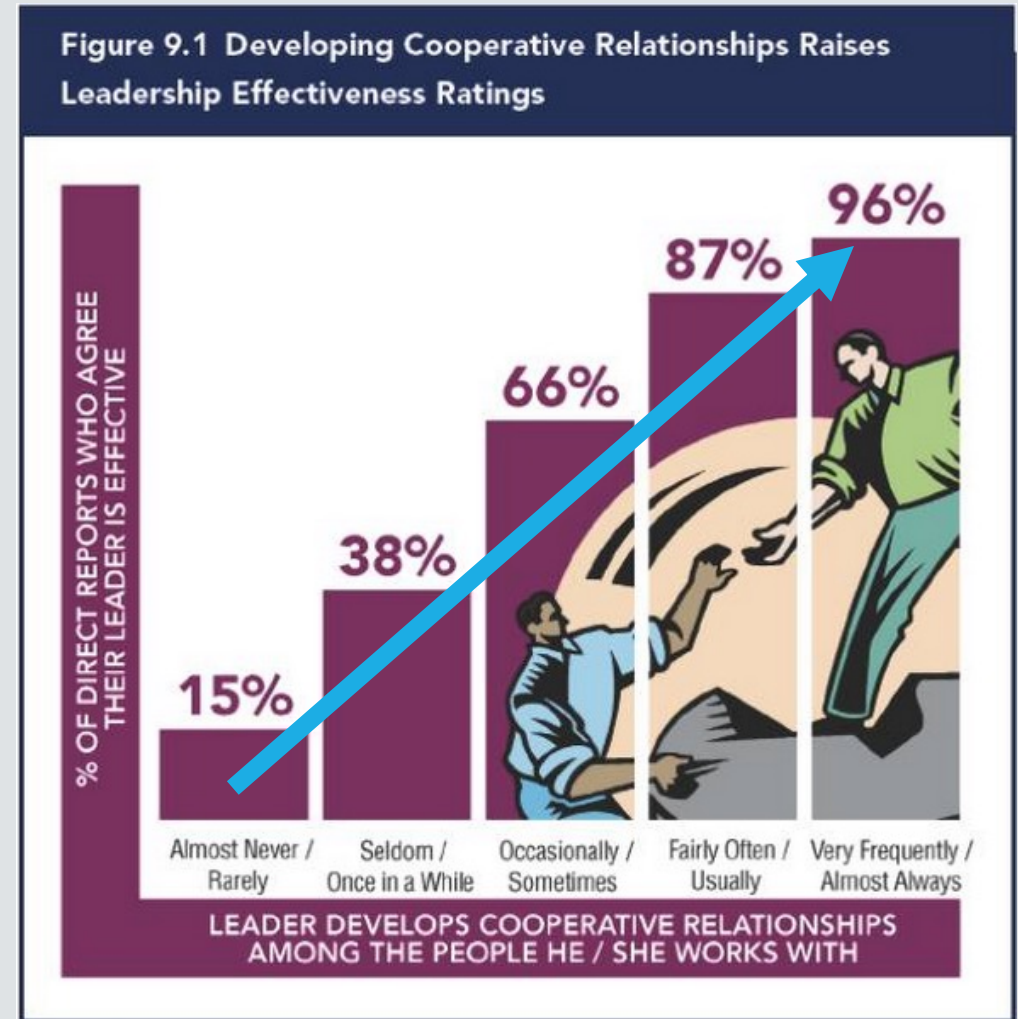
people want to follow a leader who is credible

“If you don’t believe the messenger, you won’t believe the message.”

*Kouzes & Posner: *The Leadership Challenge*

Foster Collaboration: Facilitate Relationships

- **develop cooperative goals & roles:**
“common purpose binds people into cooperative efforts” - a vision with a mission is the hope of the world
- **support norms of reciprocity:** *“reciprocity leads to predictability & stability in relationship; in other words, trust”*
- **structure projects to promote joint effort:**
swim lanes need to be established & respected
- **encourage face to face interactions**



Foster Collaboration



TAKE ACTION

Foster Collaboration

"You can't do it alone" is the mantra of exemplary leaders—and for good reason. You can't make

extraordinary things happen by yourself. It's collaboration that enables corporations, communities, and even virtual classrooms to function effectively. Sustain collaboration by creating a climate of trust and facilitate effective long-term relationships among your constituents. Promote a sense of mutual dependence—the feeling that everyone in the group knows he or she needs the others to be successful. Without that sense of "we're all in this together," it's impossible to keep effective teamwork going, stimulating people to look out for one another and do what they can to make the whole team successful.

Trust is the lifeblood of collaboration. To create and sustain the conditions for long-lasting connections, you have to be able to trust others, they have to trust you, and they have to trust each other. Without trust, you cannot lead or make extraordinary things happen. Share information and knowledge freely with your constituents, show that you understand their needs and interests, open up to their influence, make wise use of their abilities and expertise, and—most of all—demonstrate that you trust them before you ask them to trust you.

The challenge in facilitating relationships is making sure people recognize how much they need one another to excel—how truly interdependent they are. Cooperative goals and roles contribute to a sense of collective purpose, and the best incentive for people to work to achieve shared goals is the knowledge that you and others will reciprocate,

helping them in return. Help begets help, just as trust begets trust. By supporting norms of reciprocity and structuring projects to reward joint efforts, you enable people to understand that it's in their best interest to cooperate. Get people interacting and encourage face-to-face interactions as often as possible to reinforce the durability of relationships.

Exemplary leaders Foster Collaboration by *building trust and facilitating relationships*. This means you must:

1. Extend trust to others, even if they haven't already extended it to you.
2. Spend time getting to know your constituents and find out what makes them tick.
3. Show concern for the problems and aspirations others have.
4. Listen, listen, and listen some more.
5. Structure projects so that there is a common goal that requires cooperation, making sure that people understand how they are interdependent with one another.
6. Find ways to get people together face to face and increase the durability of their relationship.

Foster Collaboration



TAKE ACTION

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Strengthen Others: Enhance Self-Determination

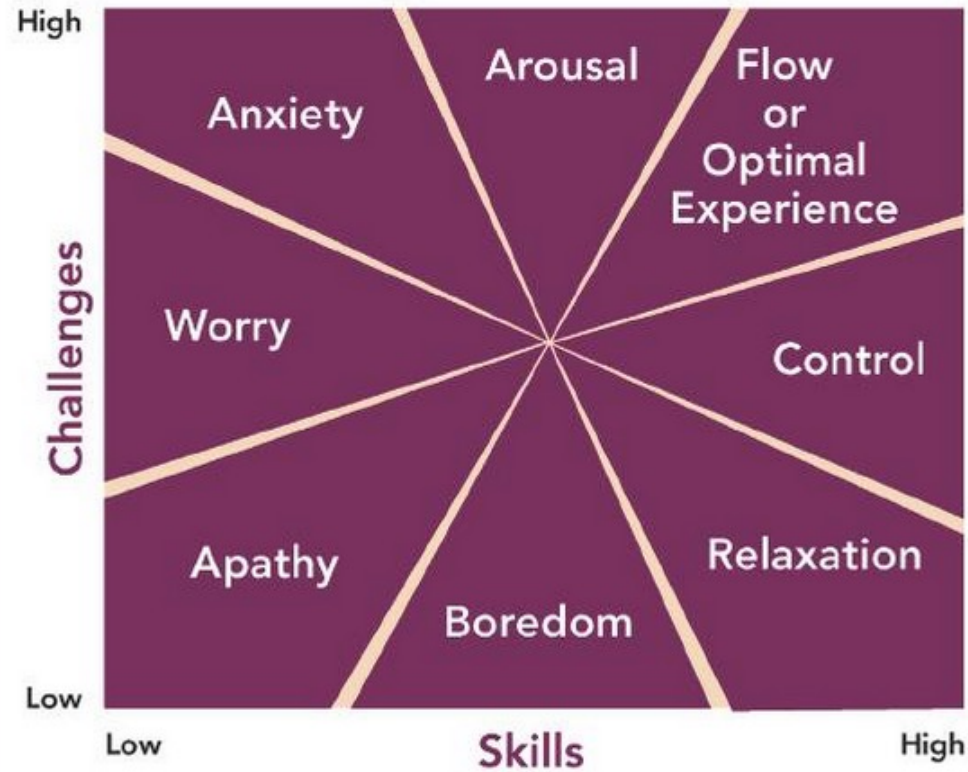
- *“leaders accept & act on this paradox: you become more powerful when you give your power away” - “feeling powerful – literally feeling able – comes from a profound sense of being in control of your life”*
- **provide choices:** *“by providing choices, you are enabling people to lead themselves”*
- **provide latitude:** *“people need to exercise independent judgement”*
- **foster accountability:** *“when people take responsibility & are held accountable, others want to work with them*

Figure 10.1 People's Pride in Their Work Increases With The Freedom and Choice They Have in Doing Their Jobs



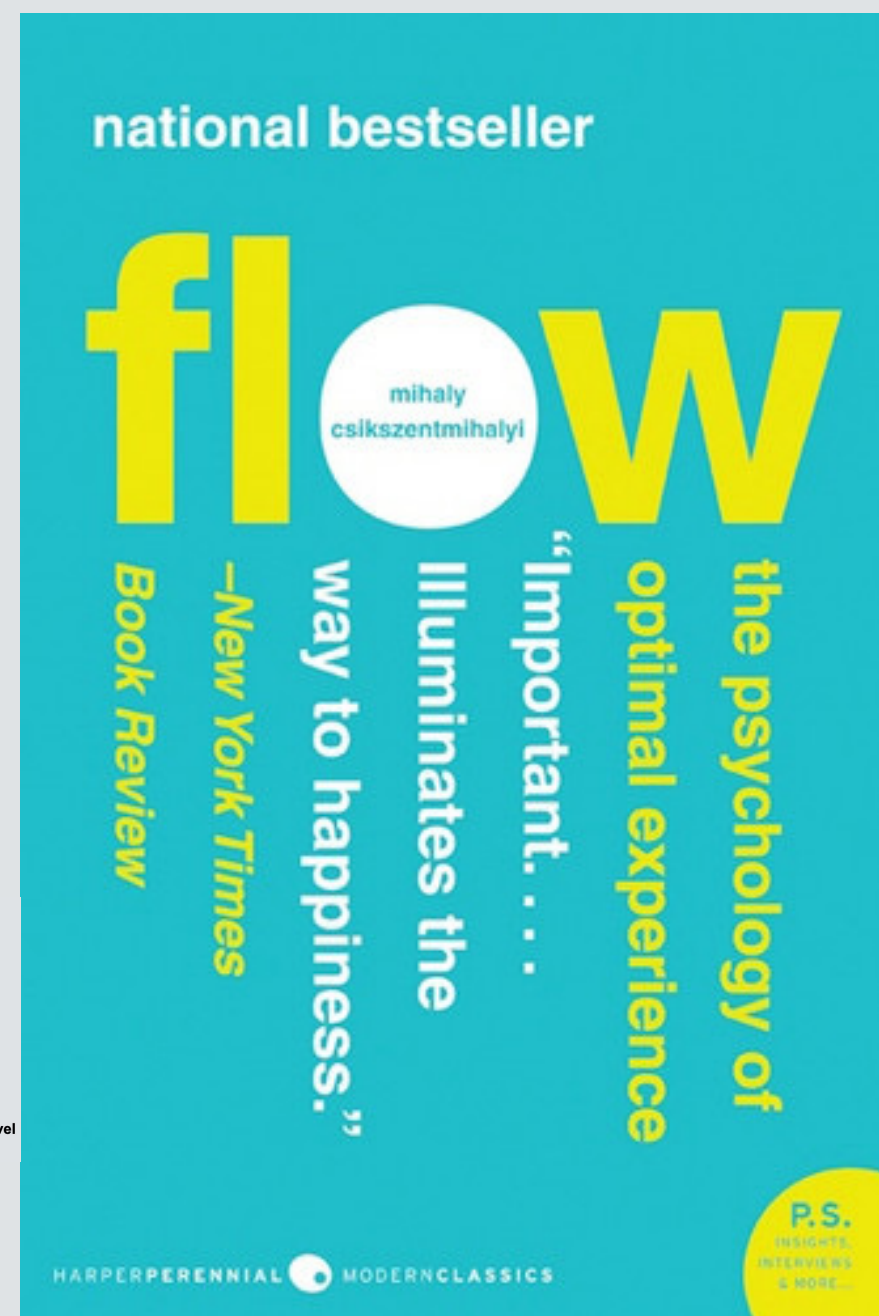
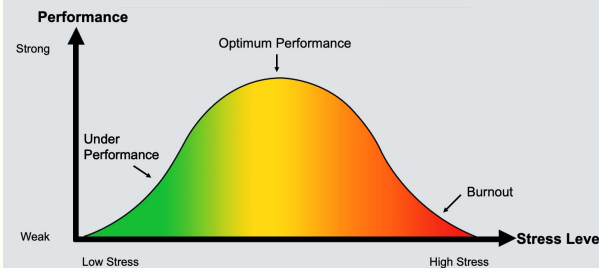
Strengthen Others: Develop Competence & Self-Confidence

Figure 10.2 Optimal Performance, Challenge, and Skill



Source: M. Csikszentmihalyi, *Finding Flow: The Psychology of Engagement with Everyday Life*, New York: Basic Books, 1997, p. 31.
Reprinted with permission of Basic Books, a member of Perseus Book Group.

Flow:
optimizing the
balance between
challenges & skills
to arrive at peak
performance





Mihaly Csikszentmihalyi: Flow, the Secret of Happiness

Strengthen Others: Develop Competence & Confidence



- **educate & share information:** *“people can’t do what they don’t know how to do”*
- **organize work to build competence & ownership:** *“organize assignments so that people feel that their work is relevant to the pressing concerns of the business”*
- **foster self-confidence:** *“without sufficient self-confidence, people lack the conviction to take on tough challenges”*
- **coach:** *advance the “player’s agenda” by pulling them to develop a growth mindset — good coaches ask questions — “Ask, don’t tell.”*

Strengthen Others



TAKE ACTION

Strengthen Others

Strengthening others is essentially the process of turning them into leaders—making people capable of acting on their own initiative. Create a virtuous cycle by extending more power and responsibility to others as they respond successfully. Leaders strengthen others when they make it possible to exercise choice and discretion, when they design options and alternatives to the ways that work and service are conducted, and when they foster accountability and responsibility that compel action.

Leaders develop in others the competence, as well as the confidence, to act and to excel. They make certain that constituents have the necessary data and information to understand how the organization operates, gets results, makes money, and does good work. They invest in people's continuing competence, and they coach them on how to put what they know into practice, stretching and supporting them to do more than they might have imagined possible. Exemplary leaders use questions to help people think on their own, and actively coach people on how to be at their best.

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TAKE ACTION

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Take Action



Enable Others to Act: How Building Relationships (and Trust) Can Elevate Your Business

[Kouzes & Posner: The Leadership Challenge – Encourage Others to Act](#)

How to Build Relationships

1

Extend trust to others, even if they haven't already extended it to you.

2

Spend time getting to know your constituents and find out what makes them tick.

3

Show concern for the problems and aspirations others have.

4

Listen, listen, and listen some more.

5

Structure projects so that there is a common goal.

6

Find ways to get people together face-to-face (virtually or in-person).

How to Demonstrate Trust



Provide people with opportunities to make consequential decisions.



Do not weigh-in first on large decisions, give others the opportunity to decide.



Allow people to tackle problems differently than you would.

How to Strengthen Others to Succeed



Understand what resources each individual needs to be successful.



Increase access to tools that empower each individual to act.



Provide access to training or coaching that will give people the skills they need to feel confident leading.

Less Wattage,
More Brain Power

SEAS teams with the Medical School to deliver faster, more capable brain-implanted devices to treat multiple disorders

From Projects
to Products

Students learn the process of launching a business, from conception to market

True Colors

Ted Kim shows that representation in animation is not skin deep

2021-2022

YALE ENGINEERING

Yale

Enabling the Future

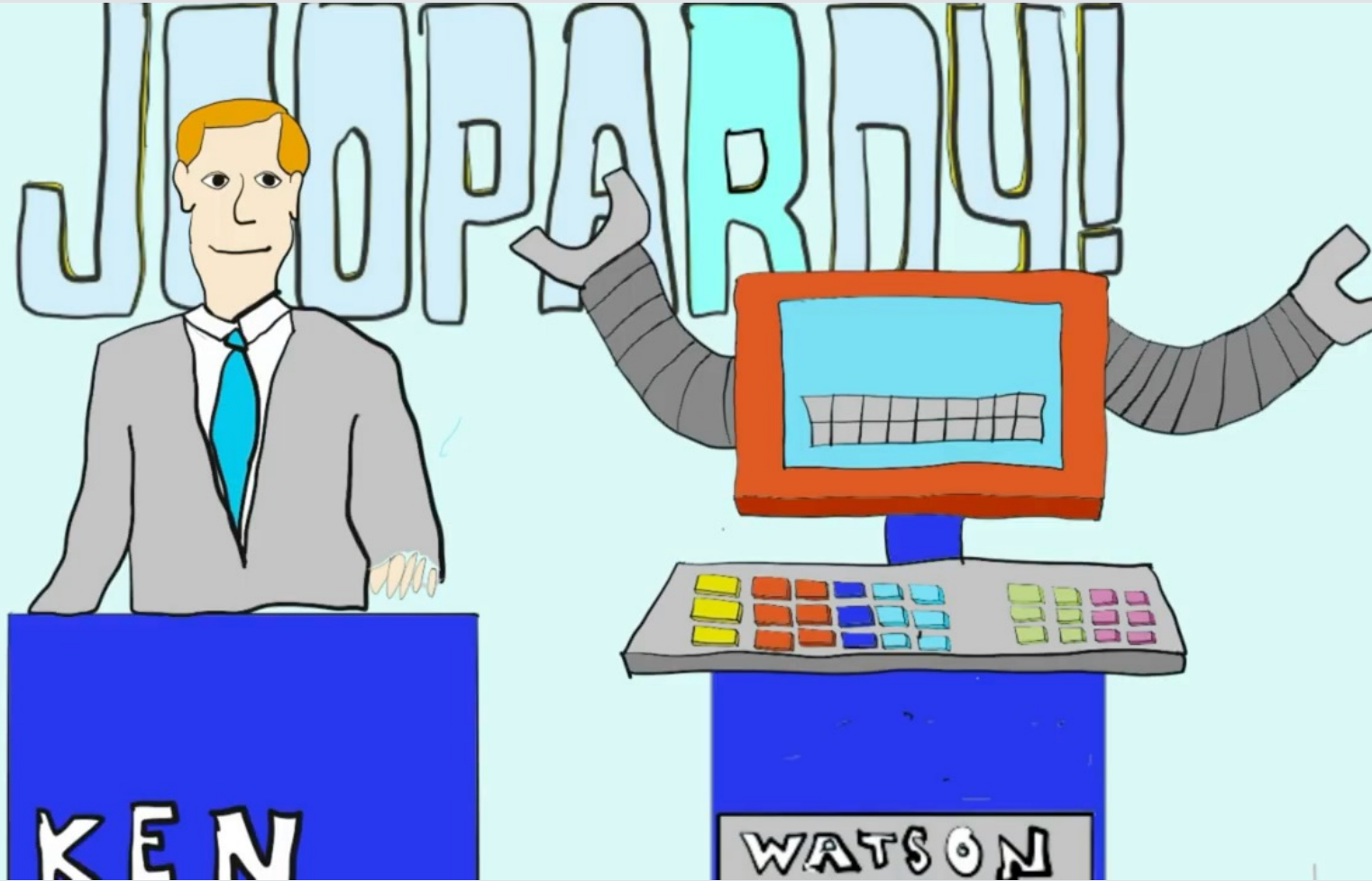
Student group Yale e-NABLE provides customized prosthetics and new opportunities

The Publication of Yale's School of Engineering & Applied Science

Case Study

SEAS Communications

- Steve Geringer & Bill Wier
 - SEAS Web Page
 - SEAS News
 - SEAS Messages
 - SEAS Social Media
 - *Yale Engineering*
 - SEAS Faculty Advancements
 - SEAS liaison to Yale's PR team

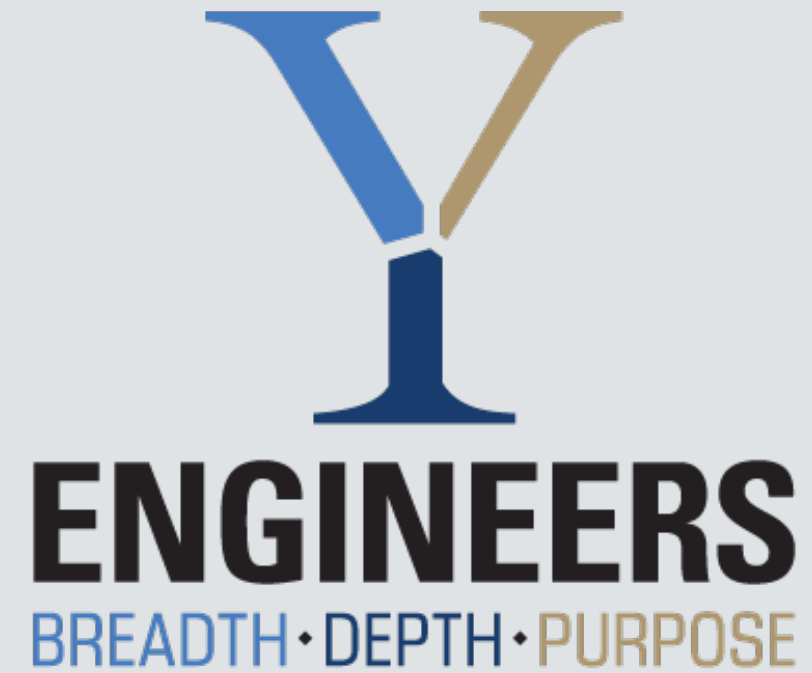


Foster collaboration

- create a climate of trust
- facilitate relationships

Strengthen others

- enhance self-determination
- develop competence & confidence



LEADERSHIP

THEORY AND PRACTICE • SEVENTH EDITION

PETER G. NORTHOUSE

Case Study: Transformational Leadership

“As its name implies, transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers’ motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership.”

“The transformational leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential. Mohandas Gandhi as a classic example of transformational leadership. Gandhi raised the hopes and demands of millions of his people, and, in the process, was changed himself.”

ENABLE OTHERS TO ACT



Between the Lines:
an interview with
Jim Kouzes

Take Action

To Encourage Others to Act, you must strengthen others:

make people feel powerful & in control of their actions

provide opportunities for team members to make choice on how they do their work

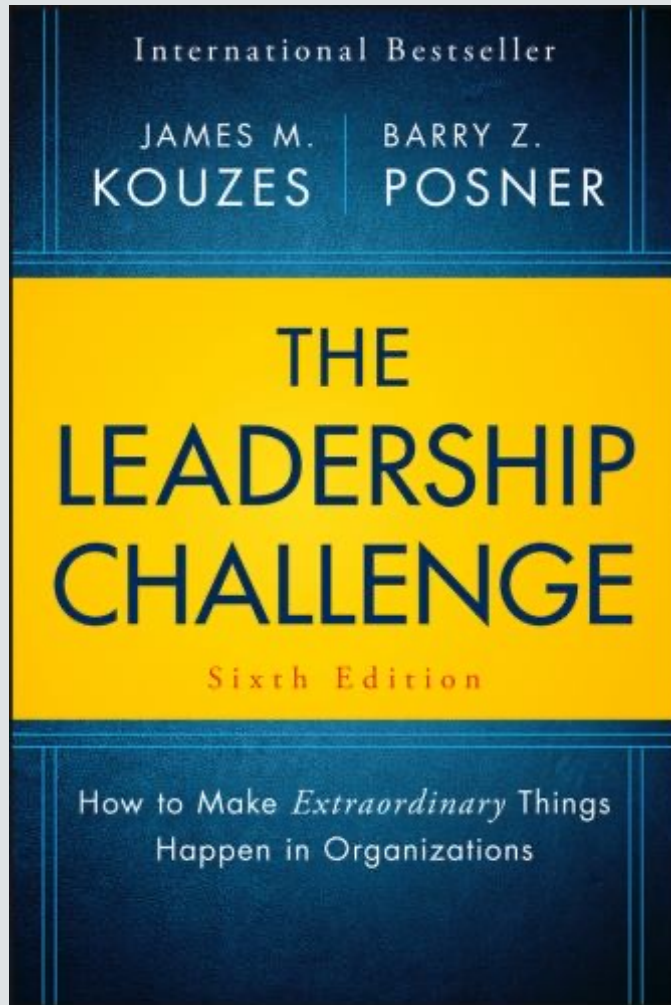
develop team member's competence & self-confidence

demonstrate your confidence in the team

ask questions (and stop giving answers)

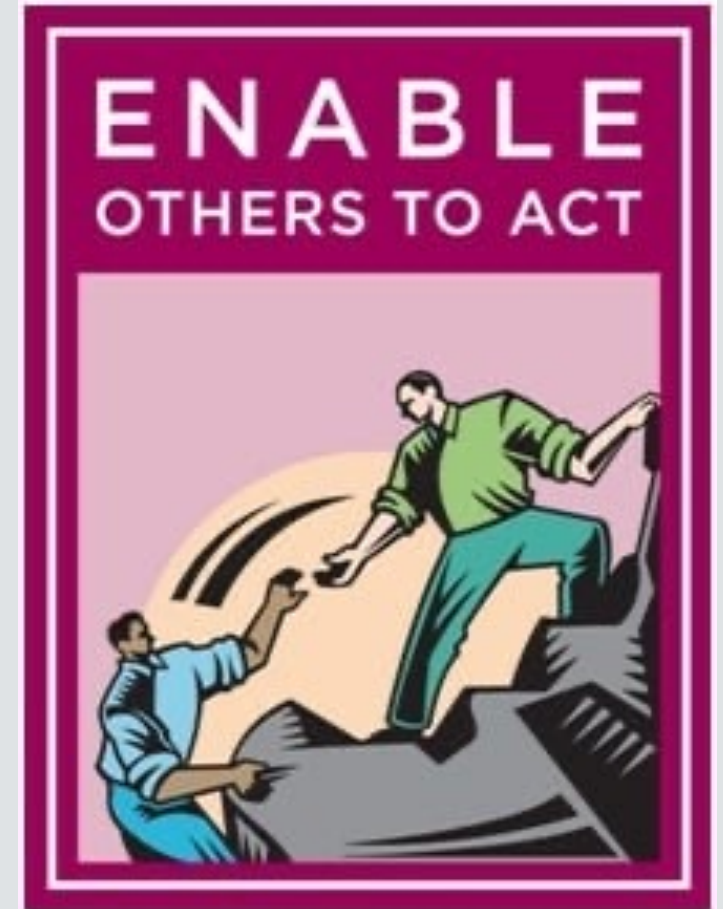


Leadership Practice #4: Enable Others to Act



Leadership Commitments:

1. **Foster collaboration** by building trust & facilitating relationships
2. **Strengthen others** by increasing self-determination & developing competence



www.leadershipchallenge.com

AGLP Leadership Development Curriculum

Enable Others to Act Questions

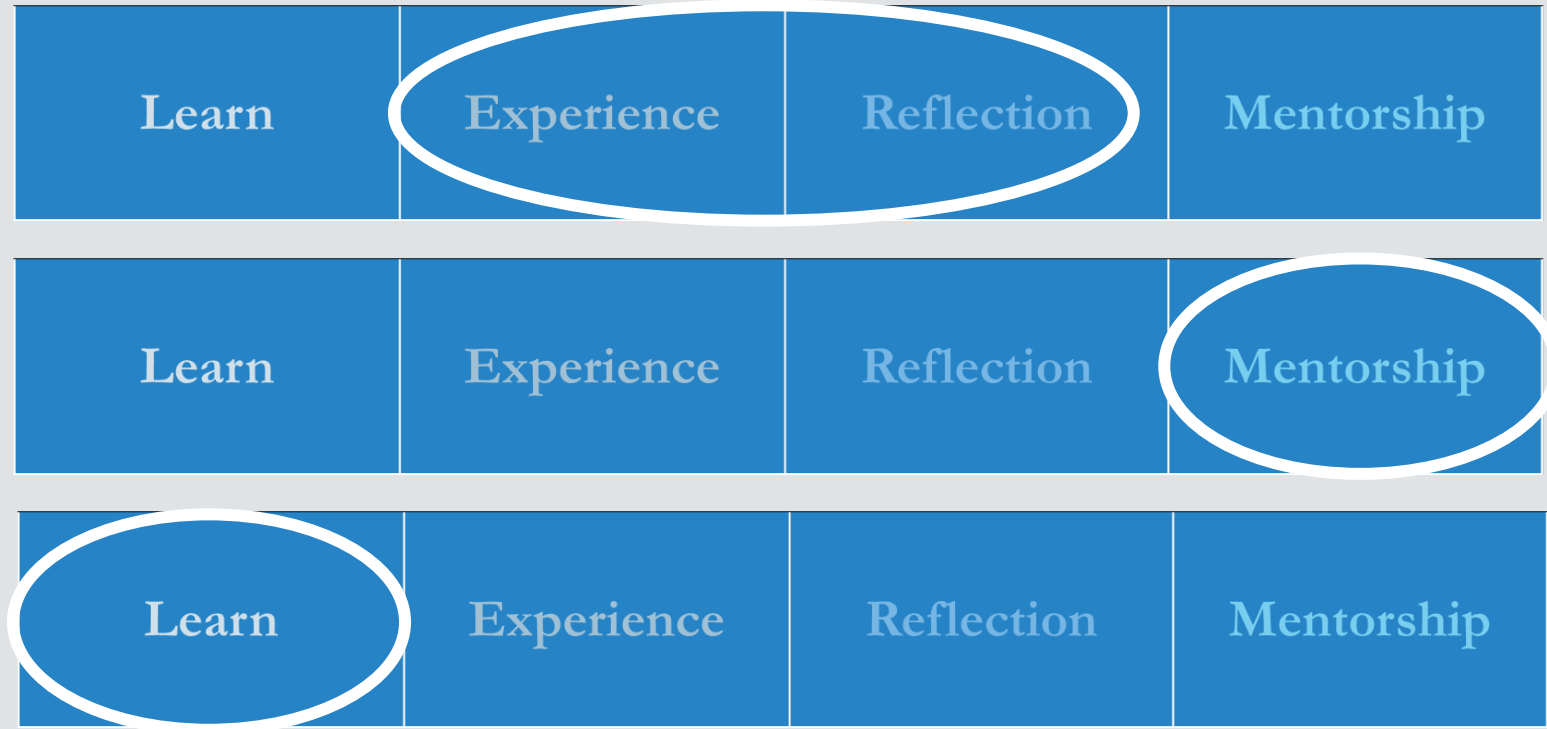
11/7/2022

Enable Others to Act References

- “Challenge the Process” – chapters 9 & 10 of J. Kouzes & B. Posner’s *The Leadership Challenge*, 2017 ([available as a pdf download or as an on-line read via the Yale Library System on this link](#)) – also available as your personal hard copy, compliments of the AGLP
- “Transformational Leadership” – chapter 8 of P. G. Northouse’s *Leadership*, 2016 ([available on-line](#))
- “Inspire others through transformational leadership: Be an exemplary leader” – M. Issah, *SAGE OPEN*, July – September 2018: 1-6 ([available on-line](#))

Next Steps

- EL & R: Challenge the Process – all NOV
- Mentorship: Inspire a Shared Vision – NOV 2 😊
- Learn: Encourage the Heart – DEC 5



NOV HW: Challenge the Process - Experiential Learning Scenario

- **lab environment**
 - practice
outsight: the most innovative ideas may not be your own. Leaders look all around for break through ideas.

What are your external sources for good ideas?



- **writing environment** — ask questions, seek advice & listen to diverse perspectives are key to searching for opportunities

How can you you apply this to your writing process?

NOV HW: Challenge the Process - Experiential Learning Scenario



- **teaching environment** – leaders are active learners

Regrading teaching, how are you learning how to be a better teacher?

- **home environment** – generate small wins & celebrate milestones.

As we head to the year's end, how can you incorporate the above, w/a nod to the holiday season.

AGLP Leadership Development Curriculum

Leadership Practices:
Enable Others to Act

111/7/2022