

# AGLP Leadership Development Curriculum

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## Leadership Practices: Model the Way

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8/1/2022

# AGLP Leadership Development Framework



# AGLP Leadership Development Curriculum

## Emotional Intelligence (Mayer-Salovey-Caruso Model)

### Emotional Intelligence Skills

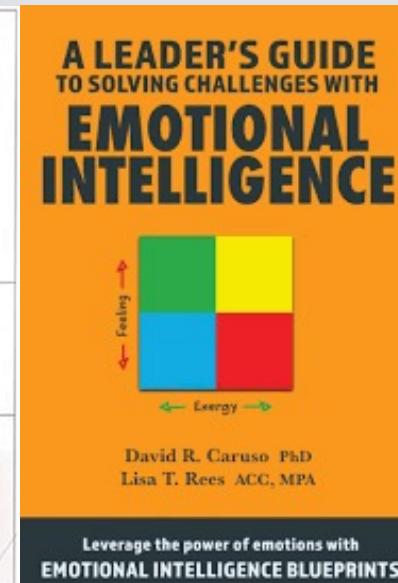
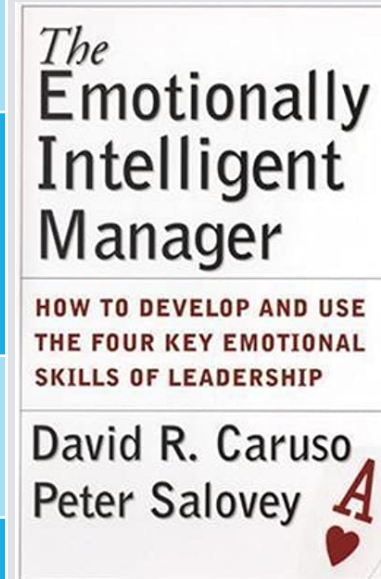
Perceiving Emotions

Using Emotions to Facilitate Thought

Understanding Emotions

Managing Emotions

The Emotional Intelligence Blueprint

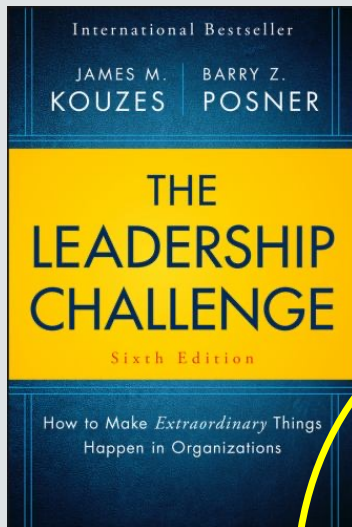


# AGLP Leadership Development Curriculum

## Leadership Competencies (USCGA Leadership Development Model)

| Leading-Self<br>Competencies       | Leading-Others<br>Competencies |
|------------------------------------|--------------------------------|
| Accountability &<br>Responsibility | Team Building                  |
| Aligning Values                    | Influencing Others             |
| Followership                       | Effective Communications       |
| Health & Well Being                | Mentoring                      |
| Self-Awareness & Leading           | Respect for Others             |
| Personal Conduct                   | Taking Care of Others          |
| Technical Proficiency              |                                |

# AGLP Leadership Development Framework



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



Model  
the Way



Inspire a  
Shared Vision



Challenge  
the Process



Enable  
Others to Act



Encourage  
the Heart



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

# Leadership Framework: Kouzes & Posner Model



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

## The Five Practices of Exemplary Leadership® Model

Leadership is not about personality; it's about behavior—an observable set of skills and abilities. When the co-authors of *The Leadership Challenge*, Jim Kouzes and Barry Posner, first set out to discover what effective leaders do when they're at their personal best, they collected thousands of stories from ordinary people—the moments they recalled when asked to think of a peak leadership experience. Despite differences in culture, gender, age, and other variables, these “personal best” stories revealed similar patterns of behavior. The authors discovered that when leaders experience their personal best, they display five core practices: they Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. Jim and Barry called these behaviors The Five Practices of Exemplary Leadership®. Together, these practices provide the basis for The Leadership Challenge®.

This Seminar is based on K&P's Leadership Practice “Model the Way” which is covered in chapters 3 & 4 of *The Leadership Challenge*



# LEADERSHIP DEVELOPMENT SCHEDULE

Members of the Yale community can access the videos, slides and references using the embedded links in this schedule.

| Date                          | Leadership Competency Theory Seminar                              | Emotional Intelligence Theory Seminar | Practicum Preview Session                           | Practicum & Reflections         | Topic Review Session (Mentorship) |
|-------------------------------|---|---------------------------------------|---|---------------------------------|-----------------------------------|
| February 10<br>12:00-1:00     | <a href="#">Leading Self: Accountability &amp; Responsibility</a> |                                       |   |                                 |                                   |
| February 24<br>12:00-12:30    |   |                                       | <a href="#">Accountability &amp; Responsibility</a> |                                 |                                   |
| March                         |   |                                       |   | Accountability & Responsibility |                                   |
| March 1<br>12:00-1:00         |   | El Overview                           |   |                                 |                                   |
| March 15<br>12:00-12:30       |   |                                       | <a href="#">El Overview</a>                         |                                 |                                   |
| April                         |   |                                       |   | El Overview                     |                                   |
| April 7<br>12:30-1:30<br>w/GC |   |                                       |   |                                 | Accountability & Responsibility   |
| April 5<br>12:00-1:00         | <a href="#">Aligning Values</a>                                   |                                       |   |                                 |                                   |
| April 19<br>12:00-12:30       |   |                                       | <a href="#">Aligning Values</a>                     |                                 |                                   |

## AGLP Leadership Development Curriculum

[\*AGLP Schedule and On-Line Archive\*](#)

# Repository Example

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LEADING SELF: ACCOUNTABILITY & RESPONSIBILITY

Understanding aspects of leading one's self and leading others is critical to the practice of leadership. The SEAS Leadership Development model includes 7 Leading Self Leadership Competencies and 6 Leadership Competencies associated with Leading Others.

"Accountability and Responsibility" is the first Leading Self Competency. Responsibility is defined as the need for an individual to deliver on an assigned task. Accountability is the aggregate of multiple responsibilities associated with a directed activity. In the research lab environment, the Principal Investigator is accountable for all activities in the lab, with individual assigned responsibilities with each unique activity. For example, the unique activities can include lab safety, equipment maintenance, and on-boarding new lab members. Team members are responsible for specific operations in the lab while the PI is accountable for all tasks.


Fundamental to this topic is the fact that leaders can delegate responsibility they cannot delegate accountability. Accountability is established in advance to provide the unit with a sense of direction. Leaders must act to implement accountability and responsibility within work groups. Clarity of tasks, goals and objectives, combined with providing team members with the authority to act and freedom to make decisions are essential to effective team work. Along this line, team members need to be supported in their work with monitoring and feedback used to make incremental changes and to recognize developing success. Supporting team members includes providing training to accomplish tasks as well the resources to conduct the work. Establishing strong communications is also important to facilitate clarity, share information and recognize team workers for their performance.

These concepts and two case studies are presented in this seminar, with the seminar slide deck and a reference included below.

### ADDITIONAL REFERENCE

- **Leadership is Everybody's Business** - Laurel Goulet, Jonathan Jefferson, and Paul Szwed – An overview of the Learn, Experience, Reflect & Mentorship Leadership Developmental model


## SEMINAR



AGLP Leadership Development Seminar - Accountability & Responsibility

Copy link


# Overview: AGLP Leadership Development Framework



**Leadership**  
(Kouzes & Posner Model)

**Leadership Competencies**  
(USCGA Leadership Development Model)

**Emotional Intelligence**  
(Mayer-Salovey-Caruso Model)

Watch on  YouTube
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## PRESENTATION SLIDES

# AGLP Leadership Development Curriculum

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## Overview & Accountability and Responsibility

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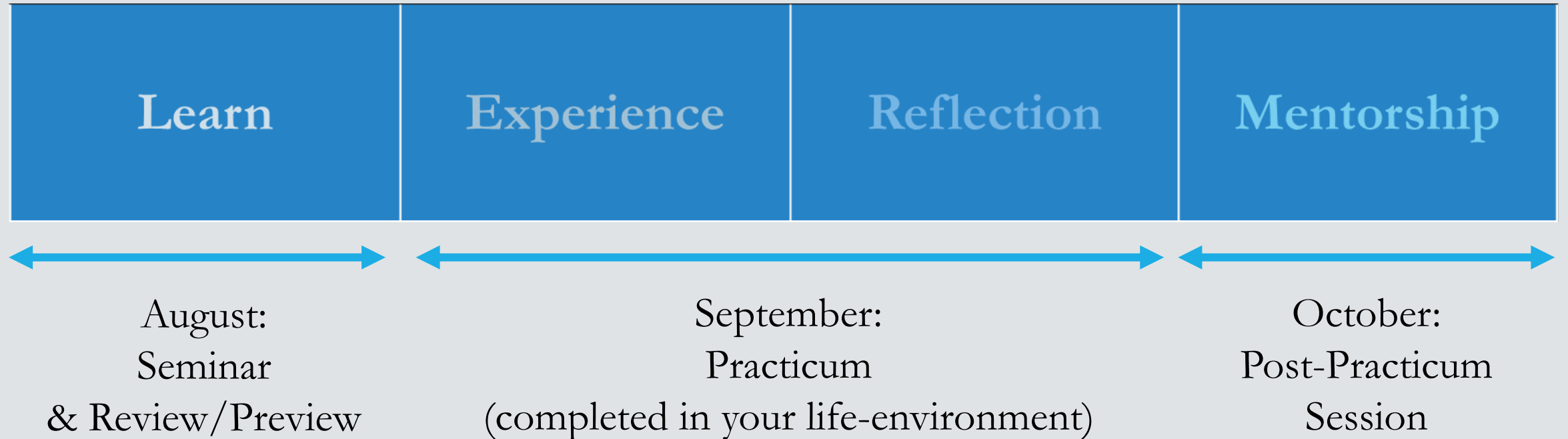
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# AGLP Leadership Development Sequence

Leadership Practices: Model the Way



*“Since it was published in 1987, **The Leadership Challenge** has become the gold-standard on becoming an exemplary leader.” – book jacket*

# Model the Way - Outline



- Clarifying Values
  - find your voice
  - affirm shared values
  - Take Action: Clarify Values
- Set the Example
  - live the shared values
  - teach others to model the values
  - Take Action: Set the Example
- Practicum Applications
- Next Steps

# Values & Attributes



- **values:** what you believe in
- your values are demonstrated by your behavior
- **attributes:** how others see, perceive & describe you
- **walk the talk**

photo source unverified

# Values & Attributes

| <b>values<br/>(nouns)</b> | <b>attributes / characteristics<br/>(adjectives)</b> |
|---------------------------|--|
| <b>accountability</b>     | <b>accountable</b>                                   |
| <b>ambition</b>           | <b>ambitious</b>                                     |
| <b>competency</b>         | <b>competent</b>                                     |
| <b>honesty</b>            | <b>honest</b>  |
| <b>loyalty</b>            | <b>loyal</b>   |

values – actions – attributes

| Personal & Organizational Values: Examples |                              |               |                       |                   |
|--|------------------------------|---------------|-----------------------|-------------------|
| Achievement                                | Autonomy                     | Collaboration | Commitment            | Compassion        |
| Competition                                | Consistency<br>Dependability | Courage       | Creativity/Innovation | Credibility       |
| Curiosity                                  | Decisiveness                 | Dedication    | Determination         | Discipline        |
| Diversity                                  | Education                    | Effectiveness | Equity                | Empathy           |
| Faith                                      | Fairness/Justice             | Family        | Fitness/Health        | Flexibility       |
| Harmony                                    | Honesty/Integrity            | Humor         | Inclusiveness         | Independence      |
| Individualism                              | Initiative                   | Integrity     | Intelligence          | Kindness          |
| Loyalty                                    | Open-mindedness              | Opportunity   | Perfection            | Perseverance      |
| Positivity                                 | Power                        | Respect       | Responsibility        | Service to Others |
| Simplicity                                 | Sincerity                    | Spontaneity   | Success               | Teamwork          |
| Truth/Trust                                | Understanding                | Uniqueness    | Wealth                | Wisdom            |



# Values & Attributes - Exercise

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

- think a person you would *willingly* follow
- identify their 5 primary attributes (qualities)
- if inclined, drop the 5 primary qualities into chat (but not the person's name) or share in discussion

# Values & Attributes - Exercise

|                 |                 |
|-----------------|-----------------|
| Ambitious       | Caring          |
| Broad-minded    | Competent       |
| Cooperative     | Courageous      |
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| Honest          | Imaginative     |
| Independent     | Inspiring       |
| Inspiring       | Intelligent     |
| Loyal           | Mature          |
| Straightforward | Supportive      |

- Q: How do you **know** the person has these 5 attributes?
- A: \_\_\_\_\_

# Values & Attributes - Exercise

|                 |                 |
|-----------------|-----------------|
| Ambitious       | Caring          |
| Broad-minded    | Competent       |
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| Independent     | Inspiring       |
| Inspiring       | Intelligent     |
| Loyal           | Mature          |
| Straightforward | Supportive      |

- Q: How do you **know** the person has these 5 attributes?
- A: You see these attributes (which can also be labeled as qualities or characteristics) embodied in their actions

# Aligning Values with Actions

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

## Characteristics of Admired Leaders (Kouzes & Posner)\*

“What do you look for in a person you would *willingly* follow?”

\*Kouzes & Posner: *The Leadership Challenge*

# Aligning Values with Actions

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

## Characteristics of Admired Leaders (Kouzes & Posner)\*

“What do you look for in a person you would *willingly* follow?”

top 4 selected by 60% of 1M+ people

\*Kouzes & Posner: *The Leadership Challenge*



# 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*

# Aligning Values with Actions\*



source credibility

*Walk the talk.*

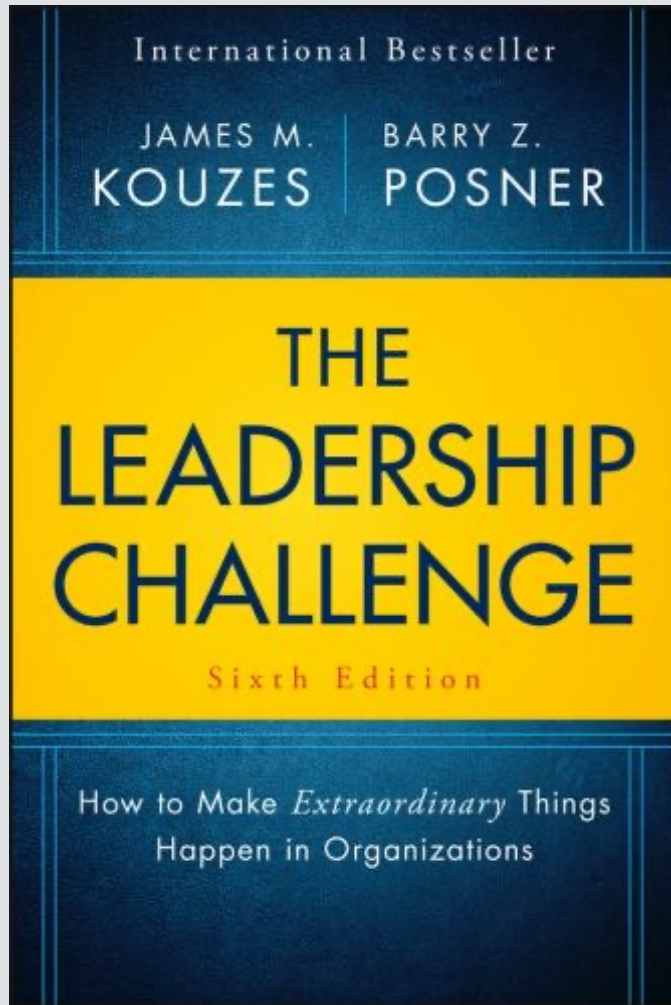
*Practice what you preach.*

*Put your money where your mouth is.*

*‘Do What You Say You Will Do’ DWYSYWD\**

\*Kouzes & Posner: *The Leadership Challenge*

# Leadership Competencies & Leadership Practices

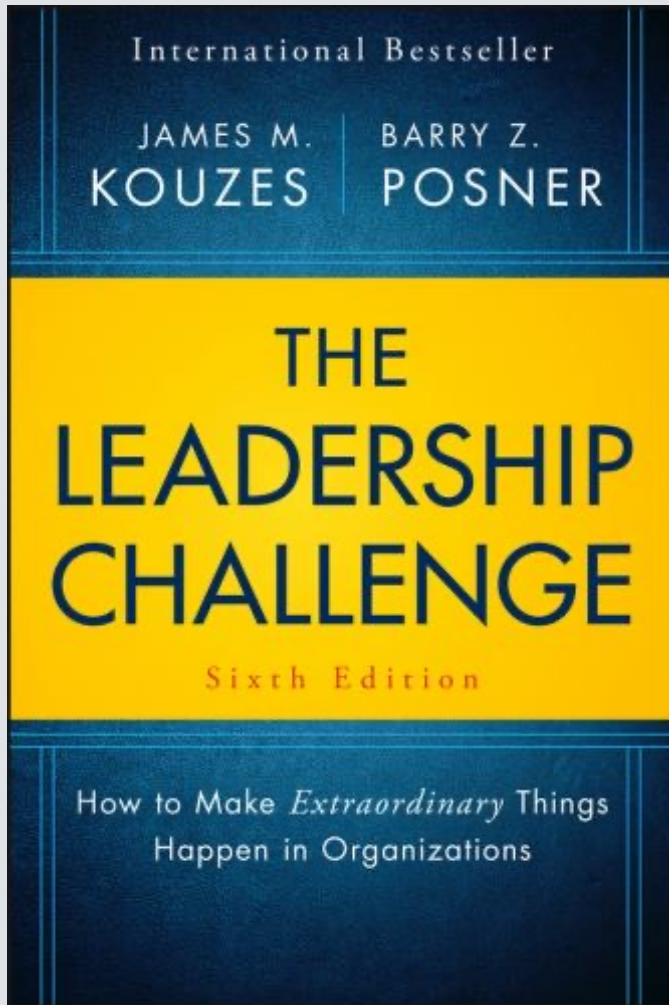


## Five Practices of Exemplary Leadership



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

# Leadership Practice #1: Model the Way



**Leadership Practice:**  
**Model the behavior you expect  
of others**

- Leadership Commitments:**
1. Clarify values by finding your voice & affirming shared values
  2. Set the example by aligning actions with shared values

*Do What You Say You Will Do*



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



# Model the Way

Who Are You?  
Clarify your Values

Model Commitment to  
Your Values

Ask Yourself:



What do I stand for?



What is important to me?



What are my core values?



Commit to your values



Listen to their values



Discover shared values  
and achieve results

When You Model the Way, You:



Understand your own values  
and share them with others



Search for common ground  
between your values and  
those of your colleagues and  
organization



Do what you say you'll do

Set an Example

[Exemplary Leadership Starts  
with You - Model the Way](#)



# Clarify Values: Find Your Voice

*“To find your voice, you have to discover what you care about, what defines you, and what makes you who you are.”*



What do I stand for?



What is important to me?



What are my core values?

*“Let your values guide you”*

*“Express your values in your own words”*

*“Shared values explain why you join organizations”*

attributes/values: commitment, supportive, inspiring





# Find Commitment Through Clarifying Values

*“personal values  
drive  
commitment”*

Your use of time  
reflects your  
values and  
commitment



*“being clear  
about personal  
values makes  
a significant  
difference in  
how people  
behave in the  
workplace.”*

# Commitment\* & Values: Kouzes & Posner



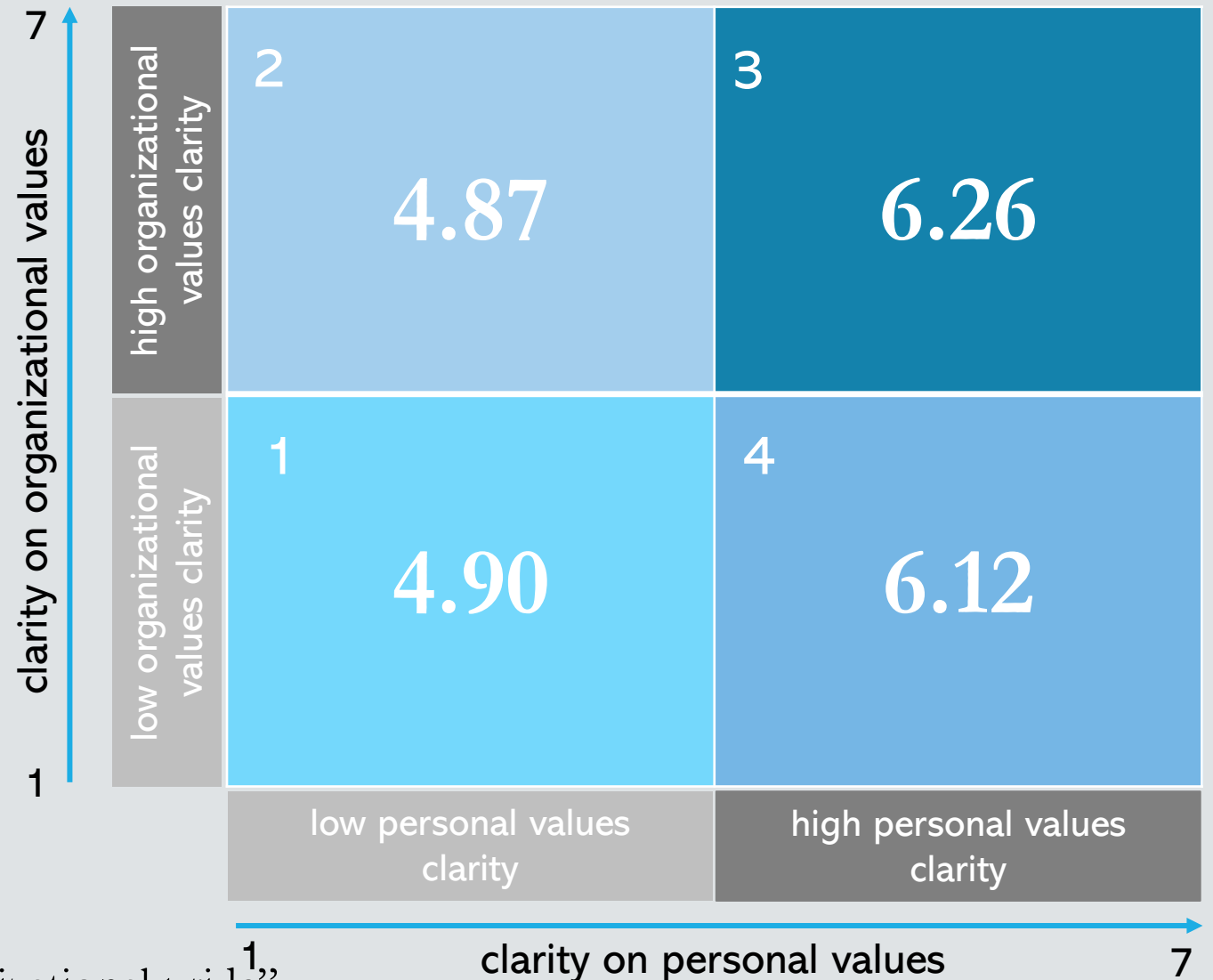
Managers were asked:

- commitment to organization (willingness to work hard for the organization)
- clarity of their personal values
- clarity of organizational values

\* Similar results for “job satisfaction” and “organizational pride”

# Commitment\* & Values: Kouzes & Posner

- highest commitment when personal values are **aligned** with organizational values
- there is no statistical significance between quadrants 3 and 4
- **key result: personal values drive commitment**



\* Similar results for “job satisfaction” and “organizational pride”



# Affirm Shared Values



*“Leadership is not merely about your values.  
It’s also about the values of your  
constituents.”*

*“Team performance suffers when members  
do not align with common values.”*

*Give people a reason to care: “when people  
believe their values and those of the  
organization align, they are the most loyal.”*



Commit to your values



Listen to their values



Discover shared values  
and achieve results

*“Forge unity, don’t force it.”*



## Take Action: Clarifying Values

*“The very first step on the journey to exemplary leadership is clarifying your values — discovering those fundamental beliefs that will guide your decisions and actions.”*

For the month of September, record progress on the following six challenges:

- 1. Identify the values you use to guide choices and decisions.*
- 2. Find your own authentic way of talking about what is important to you.*
- 3. Help others to articulate why they do what they do, and what they care about.*
- 4. Provide opportunities for people to talk about their values with others on the team.*
- 5. Build consensus around values, principles, and standards.*
- 6. Make sure that people are adhering to agreed-upon values and standards.*



# Model the Way

Who Are You?  
Clarify your Values

Ask Yourself:



What do I stand for?



What is important to me?



What are my core values?

Model Commitment to  
Your Values



Commit to your values



Listen to their values



Discover shared values  
and achieve results

When You Model the Way, You:



Understand your own values  
and share them with others



Search for common ground  
between your values and  
those of your colleagues and  
organization



Do what you say you'll do

Set an Example

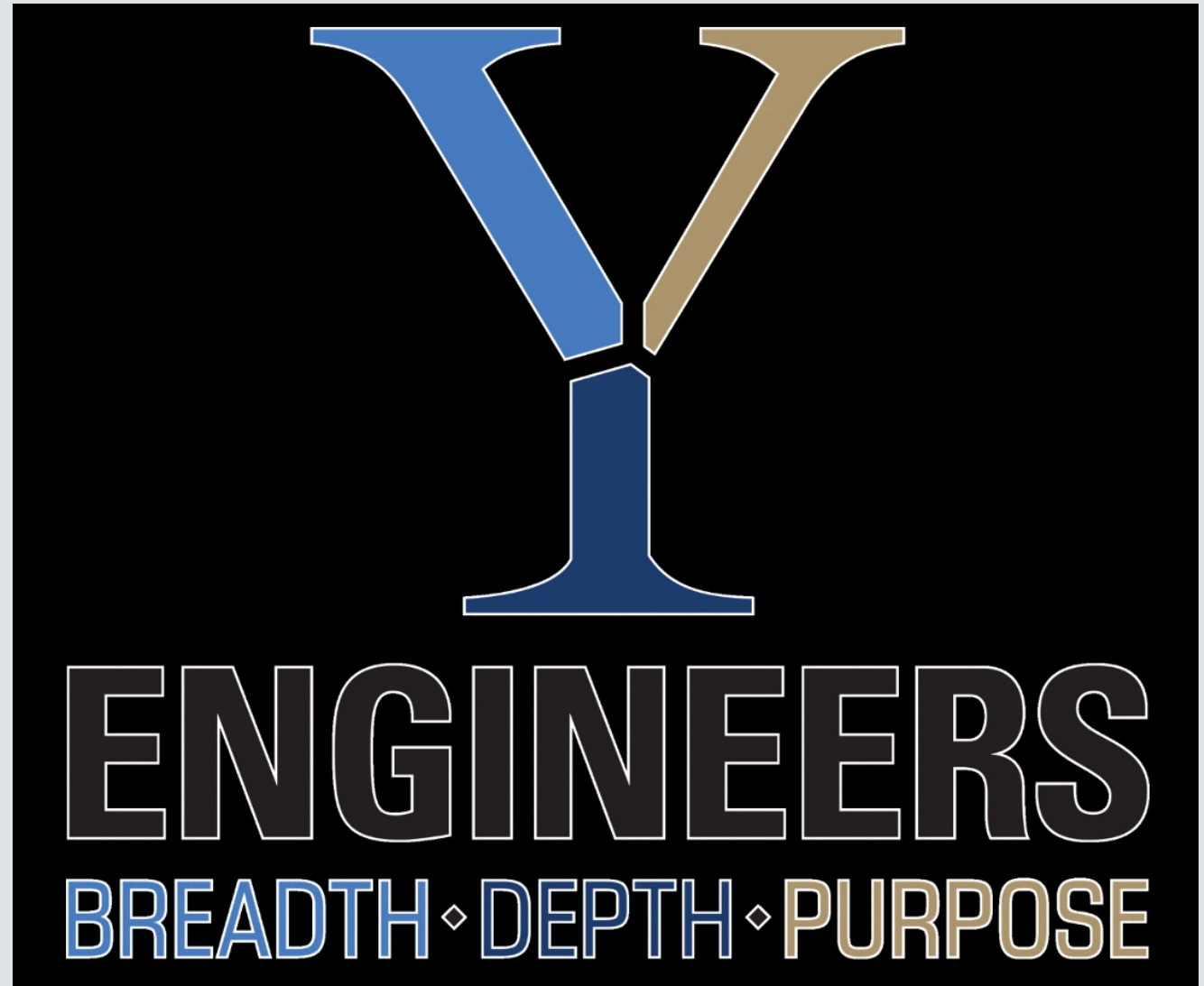
Exemplary Leadership Starts  
with You - Model the Way

# Set the Example

*“Being an exemplary leader requires you to live the values. You have to put into action what you and others stand for.”*

*“An important part of your job is to educate others on what the organization stands for, why these things matter, and how they can authentically serve the organization.”*

- “To Set the Example you need to:*
- Live the shared values*
  - Teach others to model the values”*





# Set the Example: Live the Shared Values



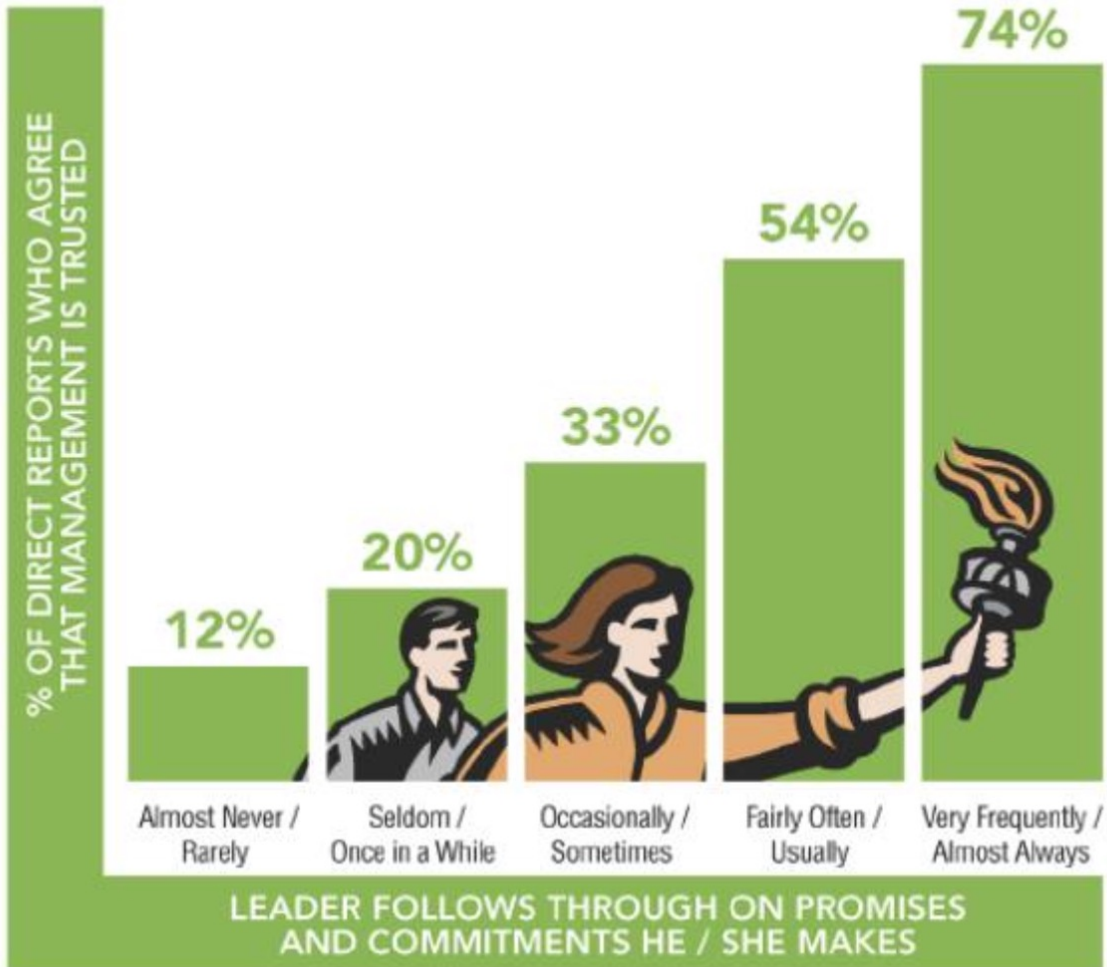
*“Leaders are their organizations’ ambassadors of shared values.”*

*“Their mission is to represent the values and standards to the rest of the world...”*



# Set the Example: Live the Shared Values

Figure 4.1 Following Through on Promises and Commitments Increases Trust in the Leader



*“As shown in Figure 4.1, there’s a consistent and dramatic relationship between the extent to which people trust their organization’s management and the frequency they find their leaders following through on promises and commitments.”*

*Do What You Say You Will Do*



# Set the Example: Spend Your Time and Attention Wisely

*“How you spend your time is the single clearest indicator of what’s important to you.”*



*“What ever your values are, they have to show up on our calendar and on meeting agenda if people are to believe they’re significant. Being “there” says more about you than any email, tweet or video ever can.”*



# Set the Example: Watch Your Language



*“employee,  
~~manager,~~  
boss,  
supervisor,  
subordinate,  
hierarchy”*

*“associates,  
crew, cast  
members,  
team  
members,  
partners”*

*“Words ... evoke images of what people hope to create with others and how they expect people to behave.”*

# Set the Example: Ask Purposeful Questions & Seek Feedback

Table 4.1 Ask Purposeful Questions Daily

|                        |   |
|------------------------|---|
| TEAMWORK               | What did you do today to lend a hand to a colleague?                                      |
| RESPECT                | What did you do today to acknowledge the work of one of your colleagues?                  |
| LEARNING               | What's one mistake you made in the last week, and what did you learn from it?             |
| CONTINUOUS IMPROVEMENT | What have you done in the past week to improve so that you're better this week than last? |
| CUSTOMER FOCUS         | What is one change that you made in the last week that came from a customer suggestion?   |

*“Questions develop people”*

*“Asking relevant questions also forces you to listen attentively to what your constituents are saying.”*

*Do What You Say You Will Do*

*“How can you know that you are doing what you say if you never ask for feedback on your behavior?”*

*“A side benefit of making it easy for people to give you feedback is that you increase the likelihood that people will accept honest feedback from you.”*



# Set the Example: Teach Others to Model the Values

Leaders are not the only role models in an organization



*“Exemplary leaders know what gets measured and reinforced is what gets done”*

*“Every team member, partner & colleague is a sender of signals about what’s valued.”*



*“key performance indicators (KPIs)”*



# Set the Example: Confront Critical Incidents Tell Stories & Reinforce Through Systems & Processes

*“Critical incidents present opportunities for leaders to teach important lessons about appropriate norms of behavior.”*

*“Stories are a powerful tool for teaching people about what’s important and what’s not, what works, and what doesn’t, and what could be.”*

*“organizational processes and systems ... reinforce the values.”*

**When You Model the Way, You:**



Understand your own values  
and share them with others



Search for common ground  
between your values and  
those of your colleagues and  
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Do what you say you'll do

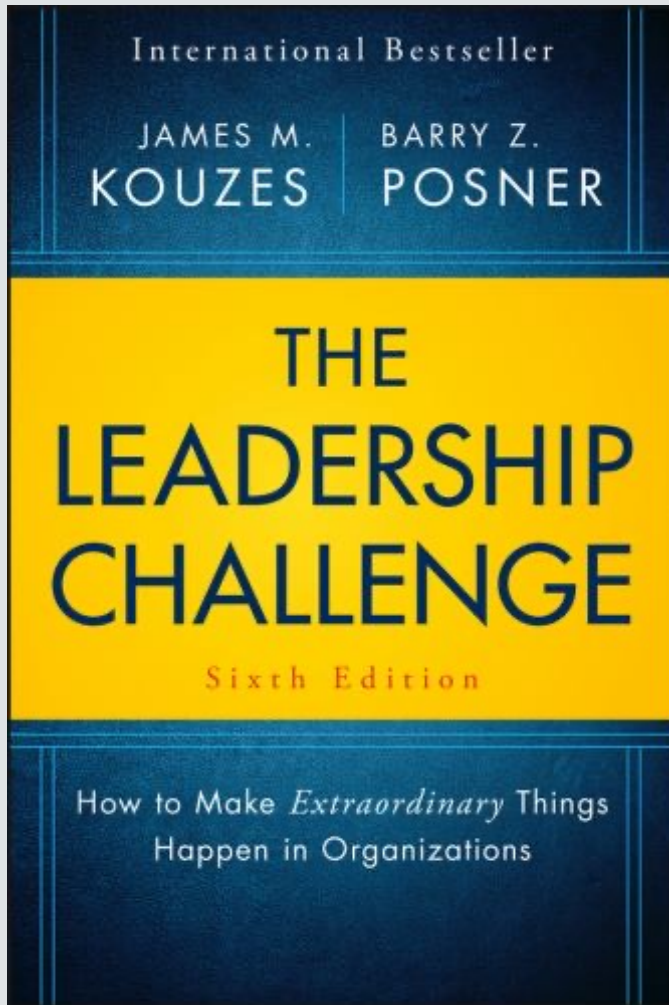
## Take Action: Set the Example

*‘How you spend your time is the single best indicator of what’s important to you. Time is a precious asset because once passed, it is never recoverable. But if wisely invested, it can pay returns for years.’*

For the month of September, record progress on the following six challenges:

- 1. Keep your commitments and follow through on your promises.*
- 2. Make sure your calendar, your meetings, your interviews, your emails, and all the other ways you spend your time reflect what you say is important.*
- 3. Ask purposeful questions that keep people constantly focused on the values and priorities that are the most essential.*
- 4. Broadcast examples of exemplary behavior through vivid and memorable stories that illustrate how people are and should be behaving.*
- 5. Publicly ask for feedback from others about how your actions affect them.*
- 6. Make changes and adjustments based on the feedback you receive; otherwise, people will stop bothering to provide it.*

# Leadership Practice #1: Model the Way



**Leadership Practice:**  
**Model the behavior you expect  
of others**

- Leadership Commitments:**
1. Clarify values by finding your voice & affirming shared values
  2. Set the example by aligning actions with shared values

*Do What You Say You Will Do*



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



# AGLP Leadership Development Curriculum

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## Model the Way Questions

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8/1/2022

# Model the Way References

- “What Leaders Do and What Constituents Expect & Model the Way” – chapters 1- 4 of J. Kouzes & B. Posner’s *The Leadership Challenge* ([available as a pdf download or as an on-line read via the Yale Library System on this link](#)) – also available in hard copy, compliments of the AGLP
- Background videos:
  - [A summary of the Leadership Challenge \(16-min\)](#)
  - Presentations by [Barry Posner \(32 min\)](#)
  - Presentations by [James Kouzes \(55 min\)](#) [\(30 min\)](#) [\(65 min\)](#)

# Next Steps

- EL & R – Model the Way  
– all SEPT
- Mentorship: Respect for Others – AUG 3
- Mentorship: Taking Care of Others – SEPT 7
- Seminar: Inspire a Shared Vision – SEP 12

|       |            |            |            |
|-------|------------|------------|------------|
| Learn | Experience | Reflection | Mentorship |
| Learn | Experience | Reflection | Mentorship |
| Learn | Experience | Reflection | Mentorship |
| Learn | Experience | Reflection | Mentorship |

# AGLP Leadership Development Curriculum

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Model the Way

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7/11/2022