

RUTGERS

THE STATE UNIVERSITY
OF NEW JERSEY

THE LEADERSHIP CHALLENGE

ENVIRONMENTAL STEWARDS

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AGENDA

- I. Introductions, Agenda and Objectives
- II. Defining Leadership
- III. The Leadership Model
- IV. Application and Action Planning

OBJECTIVES



- Describe leadership “personal bests”
- Identify characteristics of effective leaders
- Describe Five Practices Leadership Model
- Specify actions for developing leadership



II. Defining Leadership

Your Leadership Experiences

With leadership, as with many things,
experience is the best teacher.

Most leaders learn what to do by trying it themselves or by watching others. The problem is that not all of what's done or observed is appropriate.

It's important to base our leadership practices on the best of what we do or see; those times when we've done our best as a leader or when we've observed others at their personal best.

Such examples provide role models for effective leadership.

Recall a time when **you personally observed someone demonstrating good leadership**. Your leadership example can be from a work, volunteer or other type of situation. Summarize that experience below. Be prepared to share your example. (5 min)

- * Specifically, what was the situation?

- * Specifically what did the person do?

- * What was the impact?

GROUP EXERCISE

- Working in assigned teams, discuss your personal examples. Include actions and impact.
- Capture common leadership behaviors or themes from the discussion.
- Select spokesperson to report out.



YOUR OBSERVATIONS ?



OVERLAPPING RESPONSIBILITIES

Management

- Administration
- Implementation
- Focus on Structure & Control
- Motivate via rewards &/or sanctions
- Eye on bottom line
- Imitate

Leadership

- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

IF IT AIN'T BROKE

What the Research Shows

The Five Best Leadership Practices

- Kouzes and Posner
- 20 years of research and application
- 7500 Personal Best Examples
- 4000 Personal Best leadership survey
- 100,000 respondents in data base



- **Clarify** your personal values
- Set the **example** by aligning actions with shared values.

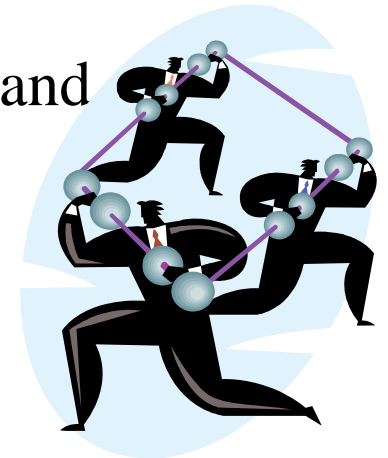


- **Envision** the future by imagining exciting and ennobling possibilities
- **Enlist** others in a common vision by appealing to shared aspirations

3 Challenge the Process



- Search for opportunities by seeking **innovative** ways to change, grow, improve
- Experiment and **take risks** by constantly generating small wins and learning from mistakes



4. Enable Others to Act

- **Foster** collaboration through cooperative goals & building **trust**
- Strengthen people by **sharing** power and discretion



5. Encourage the Heart

- **Recognize** other's contributions, showing appreciation for individual excellence
- **Celebrate** the values & victories by creating a spirit of community

IN SUMMARY



1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable others to Act
5. Encourage the Heart

Reflections



Here is what I'm thinking ...



Action Steps - Consider today's discussion on leadership

- Insights?
- Opportunities to demonstrate leadership?
- Other questions, comments or observations

