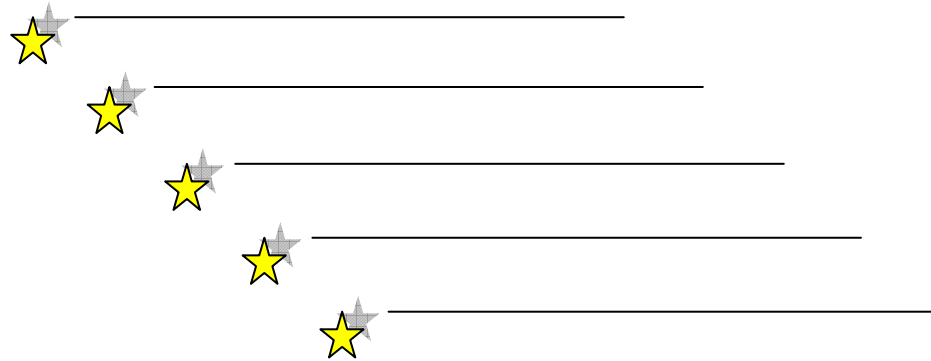
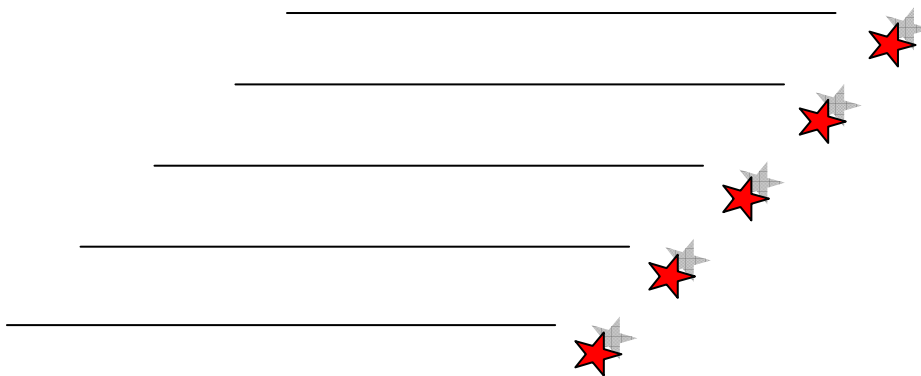


The Leadership Challenge

Over a twenty year period 75,000 people were asked what attributes they value in a leader. Fill in what you think the top 5 attributes were:



What are the 5 attributes you value **least** in a leader?



Kouzes, J.M., & Posner, P.Z., (2007) *The Leadership Challenge*, 4th Edition. Wiley

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The Leadership Challenge

The results of the study showed that people preferred the following characteristics, in order:

- | | |
|--------------------|---------------------|
| 1. Honest | 11. Cooperative |
| 2. Forward-looking | 12. Determined |
| 3. Competent | 13. Imaginative |
| 4. Inspiring | 14. Ambitious |
| 5. Intelligent | 15. Courageous |
| 6. Fair-minded | 16. Caring |
| 7. Broad-minded | 17. Mature |
| 8. Supportive | 18. Loyal |
| 9. Straightforward | 19. Self-controlled |
| 10. Dependable | 20. Independent |

The main part of the book discusses the five actions that Kouzes and Posner identify as being key for successful leadership, which they see as based on responding to *followership*:

Model the way

Modelling means going first, living the behaviours you want others to adopt. This is leading from the front. People will believe not what they hear leaders say but what they see leader consistently do.

Inspire a shared vision

People are motivated most not by fear or reward, but by ideas that capture their imagination. Note that this is not so much about having a vision, but communicating it so effectively that others take it as their own.

Challenge the process

Leaders thrive on and learn from adversity and difficult situations. They are early adopters of innovation.

Enable others to act

Encouragement and exhortation is not enough. People must feel able to act and then must have the ability to put their ideas into action.

Encourage the heart

People act best of all when they are passionate about what they are doing. Leaders unleash the enthusiasm of their followers this with stories and passions of their own.