**A Definition of Leadership**

* **INSPIRING and HELPING people work toward a COMMON GOAL**
* **Having an INTENTIONAL and POSITIVE INFLUENCE on people**

**The Five Fundamental Practices of Exemplary Leadership**

[**The Leadership Challenge**](http://www.amazon.com/exec/obidos/redirect?link_code=ur2&tag=thecenterf063-20&camp=1789&creative=9325&path=http://www.amazon.com/gp/product/0787956783/qid=1142362142/sr=2-2/ref=pd_bbs_b_2_2?s=books&v=glance&n=283155) **– Jim Kouzes and Barry Posner**

* **Challenge the Process -** Leaders are pioneers – people who are willing to step out into the unknown. They search for opportunities to innovate, grow and inspire (2002, p. 17).
* **Inspire a Shared Vision** - Leaders inspire a shared vision. They gaze across the horizon of time, imagining the attractive opportunities that are in store when they and their constituents arrive at a distant destination (2002, p. 15).
* **Enable Others to Act** – Exemplary leaders enable others to act. They foster collaboration and build trust. This sense of teamwork goes far beyond a few direct reports or close confidants (2002, p.8).
* **Model the Way** - Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others. Leaders must model the way (2002, p. 14).
* **Encourage the Heart** - Leaders encourage the heart of their constituents to carry on. Genuine acts of caring uplift the spirits and draw people forward (2002, p. 19).

**“*Leading Minds”* by Howard Gardner**

* + A leader is an individual (or group) who significantly affects the thoughts, feelings, and behaviours of a significant number of individuals.
  + Leaders are like storytellers; they need to know their stories, to communicate them effectively, especially to those who are partial to rival stories, and to embody in their lives the stories that they tell.
  + Most are:
    - * Direct – face to face
      * Indirect – their impact is through the work they create

**Leadership in the Business World**

* Leaders should be responsible for ***effectiveness*** and not just efficiency:
  + Efficiency: doing the thing right
    - * Management/task-oriented
  + Effectiveness: doing the right thing
    - * Goal/people-oriented
      * Enabling others to reach their potential
      * Roving Leadership: changing your style to lead in special situations