**The Five Fundamental Practices of Exemplary Leadership**

1) **Challenge the Process** - Leaders are pioneers – people who are willing to step out into the unknown. They look to innovate, grow and inspire.

 a) **Search for opportunities** - by seeking innovative ways to change, grow, and improve

 b) **Experiment and take risks** - by constantly generating small wins and learning from mistakes

2) **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.

a) **Envision the future** - by imagining exciting possibilities.

b) **Enlist others** - in a common vision by appealing to shared aspirations

3) **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.

a) **Foster collaboration** - by promoting cooperative goals and building trust.

b) **Strengthen others** - by sharing power and discretion.

4) **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.

a) **Find your voice** - by clarifying your personal values.

b) **Set the example** - by aligning actions with shared values

5) **Encourage the Heart** - Leaders encourage the heart of their constituents to carry on. Genuine acts of caring uplift the spirits and draw people forward.

a) **Recognize contributions** - by showing appreciation for individual excellence.

b) **Celebrate the values and victories** - by creating a spirit of community.

 Kouzes, James and Posner, Barry. *The Leadership Challenge*. San Francisco: Jossey Bass, 2008