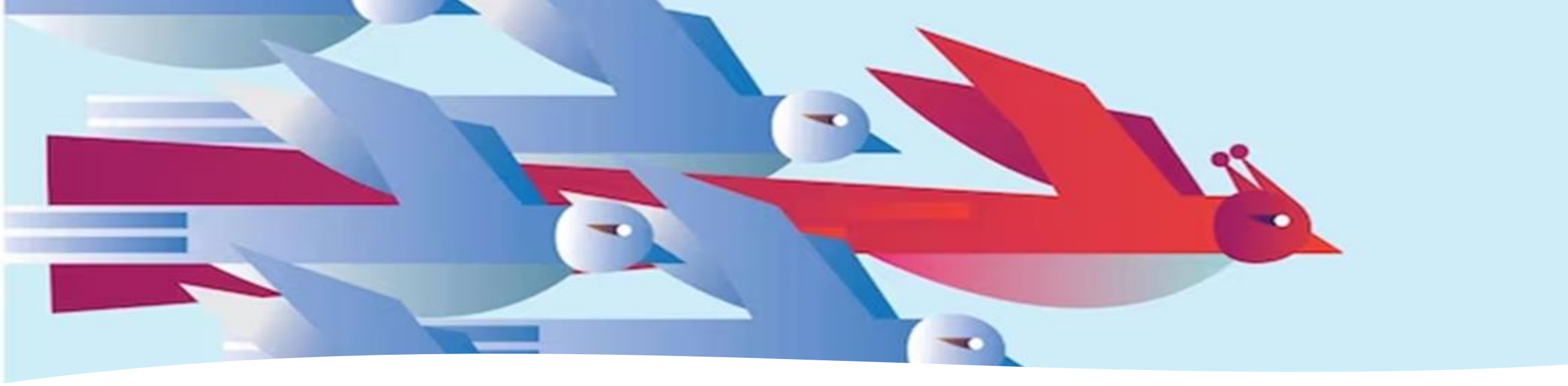




Model the Way



The 5 Practices of Exemplary Leaders

1. Model the Way: Clarify values and set the example
2. Inspire a Shared Vision: Envision the future and enlist others
3. Challenge the Process: Search for opportunities and experiment and take risks
4. Enable Others to Act: Foster collaboration and strengthen others
5. Encourage the Heart: Recognize contributions and celebrate the values and victories



Leadership Challenge Core Elements

- Do you believe everyone has the potential to be a leader? If not, why?
- How do you build and sustain relationships?
- How do you learn about yourself?
- Do you have something you want to be good at?
How will you do that?



Leadership Challenge Core Elements

- How can you practice leadership if you're not the one in charge?
- What kind of leader do you aspire to be? Can you define it in words that don't reflect holding a particular leadership position?
- Do you believe you make a difference? How can you make a difference to the group you are part of right now?

The Leadership Challenge Core Elements

- Leadership is learned
- Leadership is Relationship
- Leadership Development is Self-Development
- Learning to Lead is an Ongoing Process
- Leadership Requires Deliberate Practice
- Leadership is an Aspiration and a Choice
- Leadership Makes a Difference



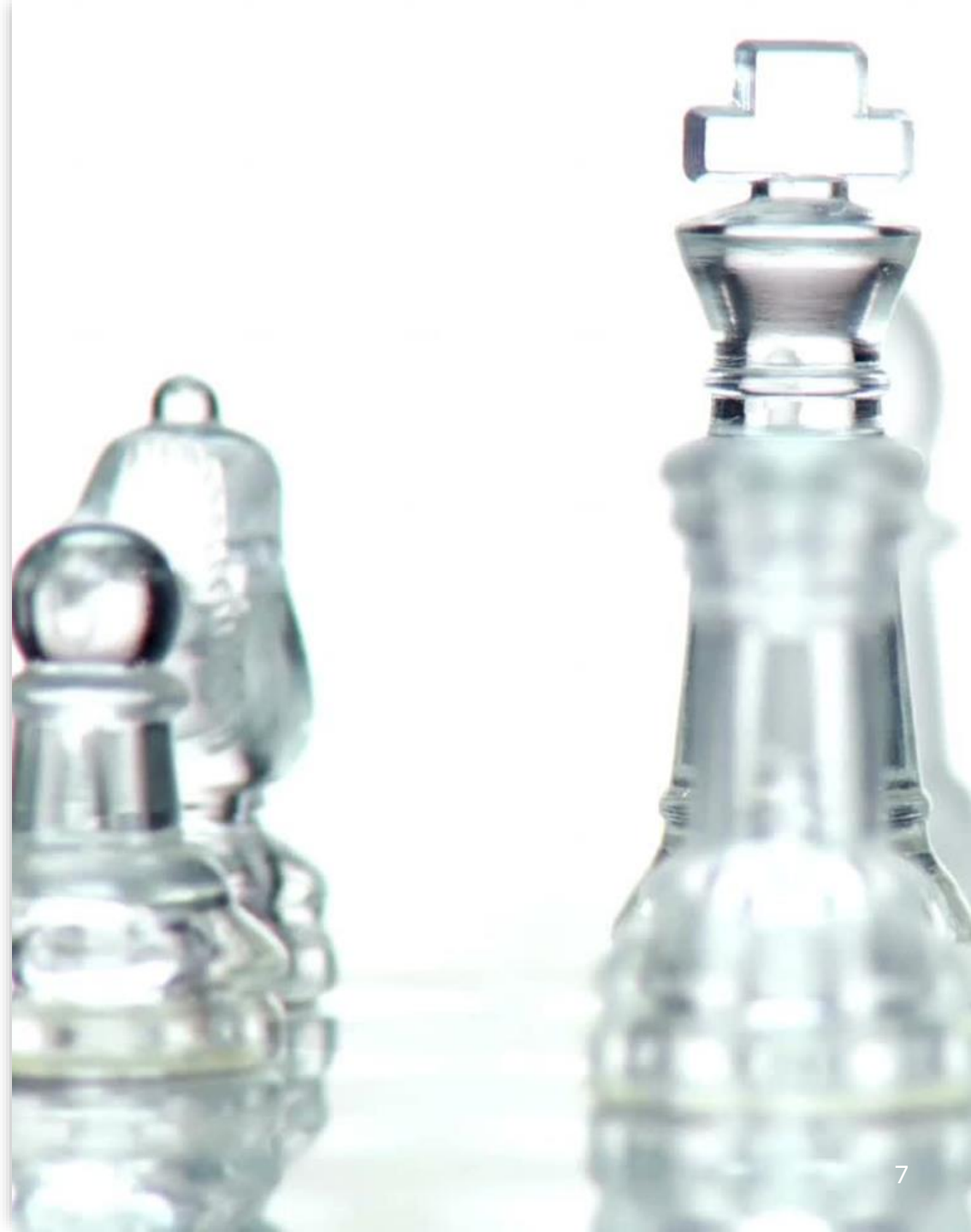
Model the Way

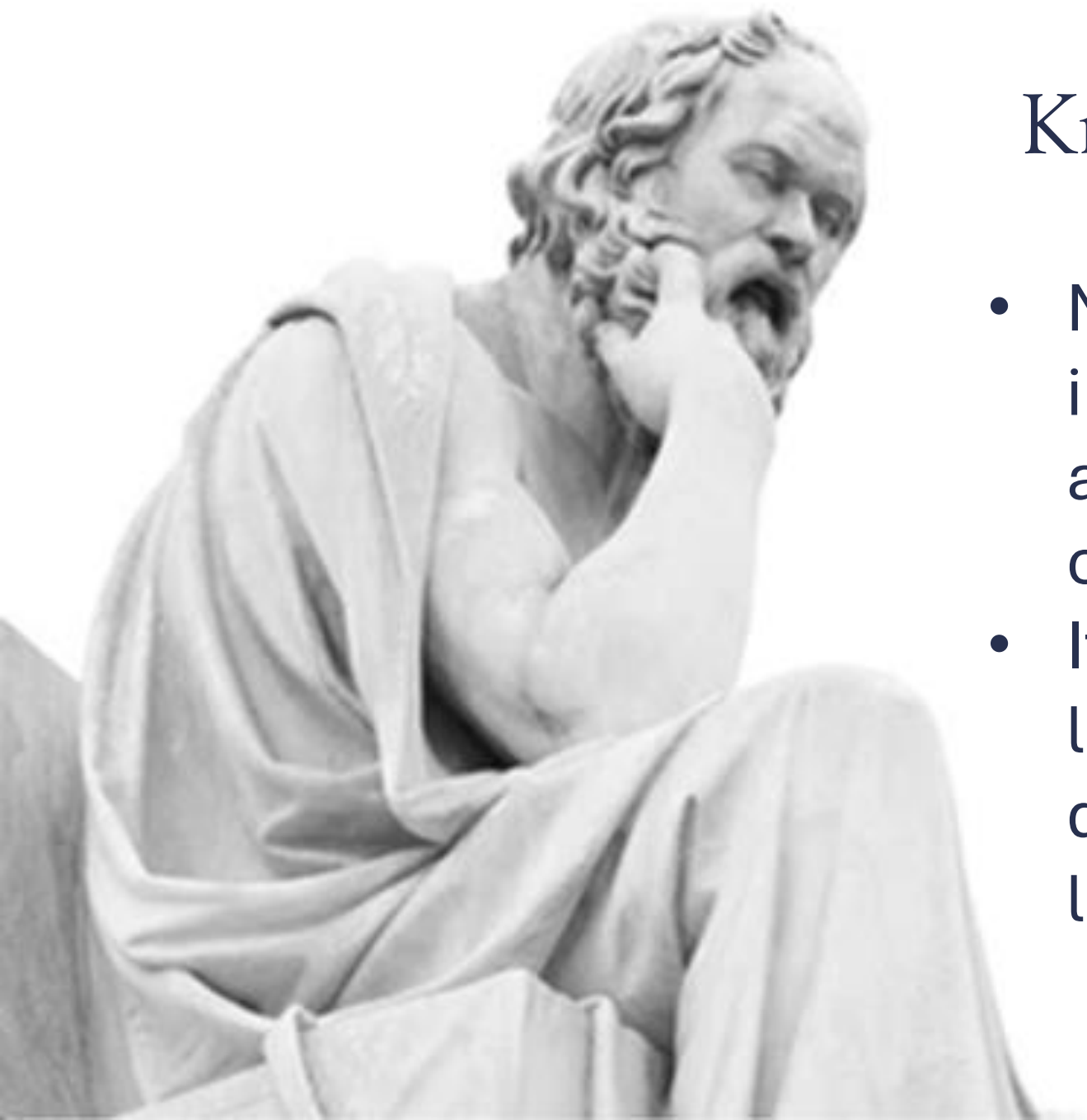
- Commitment 1: **Clarify values** by finding your voice and affirming shared values.
- Commitment 2: **Set the example** by aligning actions and shared values.



Model the Way

- Model the Way is about being authentic and credible as a leader.
- It involves demonstrating the desired behavior to set a standard for others to follow.





Know Thyself

- Model the Way starts with introspection and self-awareness, urging leaders to clarify their personal values.
- It encourages individuals to look within themselves and determine who they are as leaders.

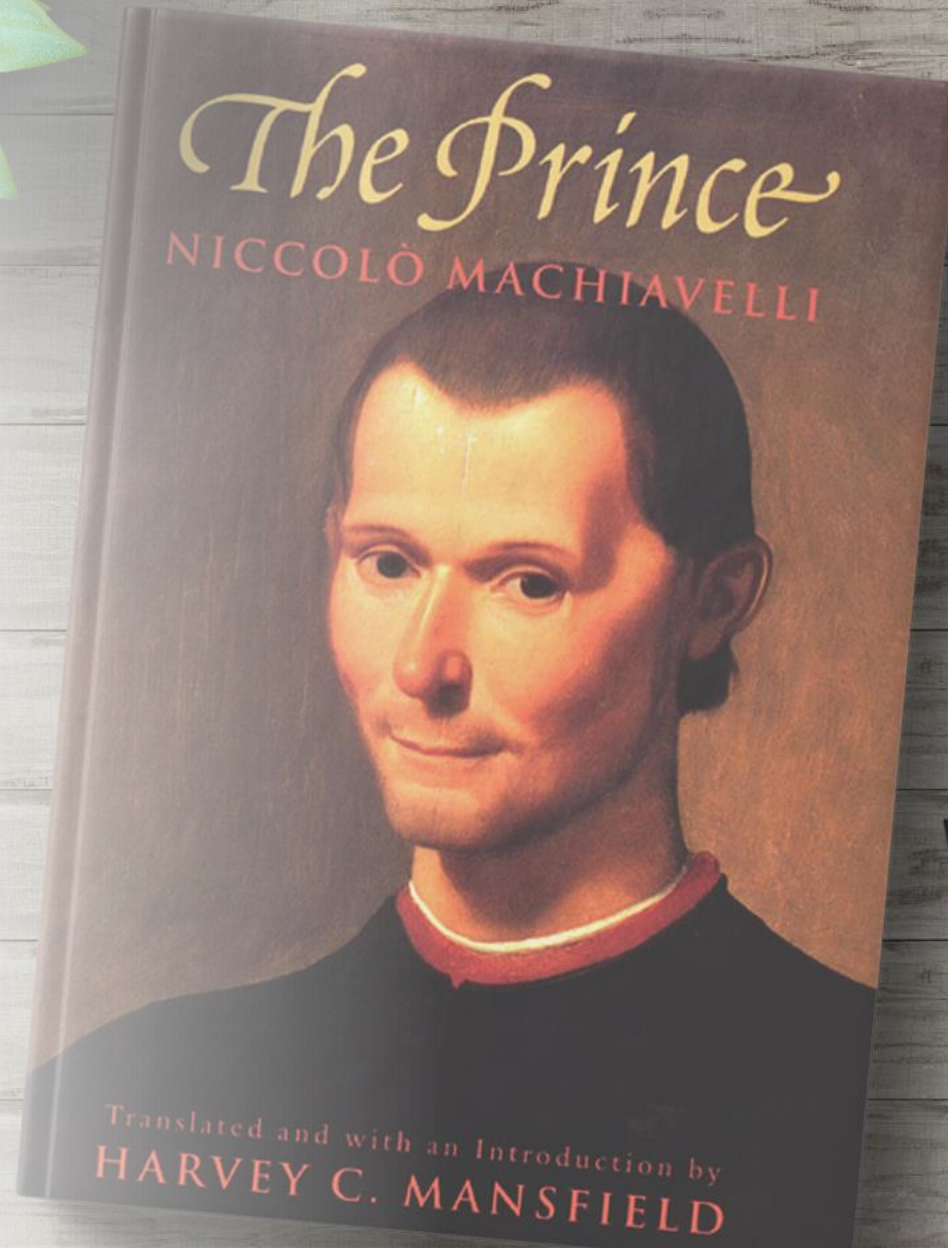
WHO ARE YOU?

- Leaders must do the **internal work** necessary to be clear on what they believe in and stand for.



“To lead or attempt to lead
without first having a
knowledge of self is
foolhardy and sure to bring
disaster and defeat.”

Machiavelli



- What is it who makes me what I am?



Exercise 1: Examine the table below to determine how you define yourself. Identify which aspects are most prominent and significant to you.

Aspect	Define Yourself
Roles	
Group Membership	
Beliefs and Values	
Qualities	
Styles or Patterns of Behavior	
Psychological Needs	

Who Am I?

Some people define themselves in terms of:

- Roles: These are the roles individuals play in their families, workplaces, and communities.
- Roles such as daughter, son, parent, sibling, spouse, student, and manager.



Who Am I?

Some people define themselves in terms of:

- Group Membership: This refers to the social groups and communities' individuals belong to, which contribute to their sense of identity and belonging.
- Examples include nationality (Jordanian), social class (working class), affiliations (club), and achievements (member of a team).



Who Am I ?

Some people define themselves in terms of:

- Beliefs and Values: These represent the principles, ideologies, and moral frameworks individuals adhere to.
- Religious beliefs (Muslim, Christian), integrity as a value, socialism as an ideology.
- These influence how individuals perceive themselves and their place in the world.



Who Am I ?

Some people define themselves in terms of:

- Qualities: These are personal attributes and characteristics that individuals possess, which shape their self-concept. Examples include (extrovert, introvert, honest, confident etc.).



Who Am I ?

Some people define themselves in terms of:

- Styles or Patterns of Behavior: These refer to the ways individuals interact with others and navigate their environments.
- Behavioral styles such as passive, autocratic, or demanding influence how individuals perceive themselves and are perceived by others.



Who Am I ?

Some people define themselves in terms of:

- **Psychological Needs:** These are fundamental desires that individuals seek to fulfill in their lives. Needs for control, achievement (winning), belonging, and other psychological motives contribute to individuals' self-concept and motivation.



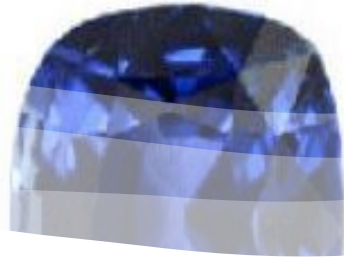
ROLES WE PLAY IN LIFE



The Role of Values in Leadership

- While roles, group membership, and status may play significant roles in a leader's identity and approach, values serves as the foundation that influences a leader's actions and decisions.
- Values and actions are tightly linked whatever we value and believe influences how we act.





Commitment 1

- Clarify **values** by finding your voice and affirming shared values.

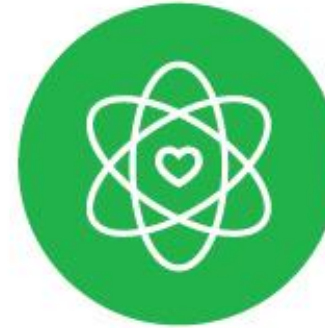
Ask Yourself:



What do I stand for?



What is important to me?



What are my core values?

Values

Values represent basic, enduring convictions that “a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.” Robins, 2011.



القيم

- تمثل القيم الاعتقادات والقناعات الأساسية والثابتة التي مفادها أن "نمطاً معيناً من السلوك أو حالة معينة من الوجود مرغوب فيها شخصياً أو اجتماعياً مقارنة بنمط سلوك معاكس أو حالة معاكسة للوجود".



Values

- In simple terms, values are basic and fundamental beliefs that guide or motivate attitudes or actions. They help us to determine what is important to us.



Types of Values

There are two types of values:

- Instrumental values (القيم الوسيطة/الذرائعية): are about desirable ways to act or behave (e.g., honest, responsible, loving), usually to achieve an end goal.
- Terminal or intrinsic values (القيم النهائية): are about desirable end states (e.g., health, freedom, family security), usually they represent the end goal.



Types of Values

- Tangible values (القيم الملموسة) are physical and material things that you can see, touch, or own, such as the specific car model you desire, your target income level, and the size and style of the house you aim to acquire.



Types of Values

- Intangible values (القيم غير الملموسة) are abstract concepts and ideals like freedom, independence, happiness, friendship, and love.
- Each person may define these intangible values differently based on their personal beliefs and experiences.
- Intangible values represent the ideals and principles one strives to achieve or uphold.



Values in Practice

- Value: Integrity (النزاهة).
- Meaning to Me: I will always try to do the right thing.
- Behaviors/ Actions:
 - Tell the truth always.
 - Be ethical in all I do.
 - Do nothing which detracts from trustworthiness.



- Can values be effectively taught and instilled in individuals, or are they primarily shaped by personal experiences, upbringing culture, education, and social influences?



HOW DID WE LEARN OUR VALUES

- https://www.youtube.com/watch?v=H0wq5VVxAFk&embeds_referring_euri=https%3A%2F%2Fhubblecontent.osi.office.net%2F&source_ve_path=Mjg2NjY&feature=emb_logo



Exercise 2

Value Extraction

- In the pursuit of success and achievement, do we sometimes compromise our values, and if so, at what cost?



Communication Authenticity and Leadership

Authenticity (الأصالة)

- Authenticity is crucial as leaders explore their distinct communication styles.
- While established leaders can serve as guiding examples, it is essential for individuals to genuinely express their values, beliefs, and experiences.
- Authenticity helps build trust and credibility among team members.





Leadership Communication

- Words hold significant influence in leadership communication. Leaders must be mindful of their language, as it shapes perceptions and defines organizational culture.
- Choosing words wisely and communicating effectively can inspire, motivate, and align team members toward common objectives.

Communicating Your Values

- To appear genuine and trustworthy to others, leaders must articulate their values in a unique way.
- Leaders use their voice to communicate common ideals, thus shaping the identity and values of the group..
- Authenticity is crucial; leaders should speak in their own voice. Pretending to be someone else is difficult to maintain and will not establish trust or credibility.



Shared Values

- Effective leadership also involves demonstrating commitment to shared values within the organization.
- By creating an environment where everyone can explore their beliefs, leaders promote a sense of ownership and alignment toward common goals.



Affirm Shared Values

- Leadership involves both your own values and those of your constituents. Shared values form the basis of authentic relationships, fostering pride, loyalty, teamwork, and reducing job stress.



Shared Values (Public Narrative)

- According to Marshal Ganz's public narrative "Shared values is the emotional resources we need to respond to challenges with courage rather than reacting to them with fear".



Values and the Story of Self, Us, and Now (Public Narrative)

- By learning to tell stories about the origins of our personal values, a "story of self," we enable people to understand us.
- By sharing stories about the origins of values we have in common, a story of us, we enable people to "understand" each other.
- By recognizing the current moment as one of urgent decision-making and proposing a hopeful way forward, a "story of now," we motivate action.



Values and the Story of Self, Us, and Now (Public Narrative)

- Values are not just abstract beliefs; they are powerful motivators that influence our emotions and, consequently, our actions.
- These emotions and values combined form the motivational content, shaping our behaviors and interactions with others and the world around us.

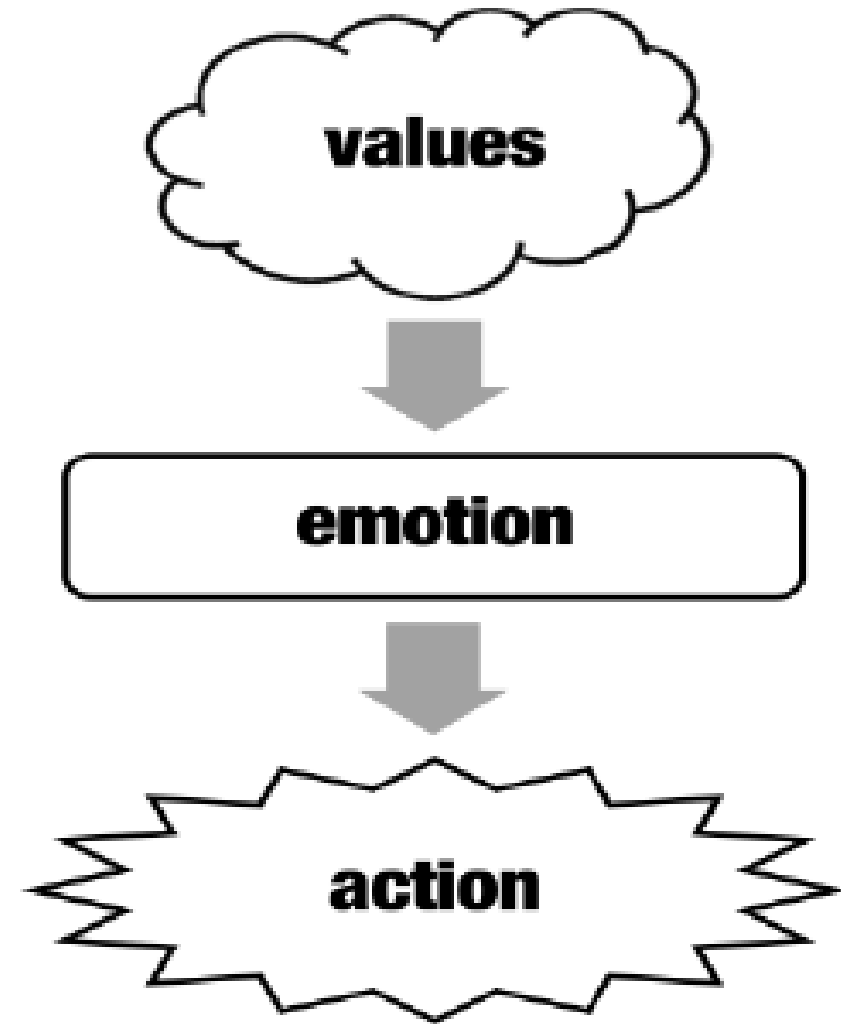


Values and the Story of Self, Us, and Now (Public Narrative)

- Stories evoke emotions, making our values tangible and relatable , allowing us to feel their significance rather than just understand them intellectually.
- Through storytelling, we reveal our values in real-life experiences and actions, showing how they influence our daily lives.
- Rooted in personal experiences, stories deeply resonate with others, offering an authentic portrayal of our values.
- This authenticity inspire and influence our audience by appealing to their emotions and shared human experiences.



The key to motivation is understanding that values inspire action through emotion.



Video

- [Obama Story of Self, US, and Now](https://www.youtube.com/watch?v=OFPwDe22CoY)

<https://www.youtube.com/watch?v=OFPwDe22CoY>





Commitment **2**:

Set the example by aligning
actions and shared values

A collage of six portraits of influential figures, arranged in two rows of three. The top row features Abraham Lincoln, Albert Einstein, and Bill Clinton. The bottom row features Oprah Winfrey, Martin Luther King Jr., and Barack Obama. The portraits are set against a dark, textured background.

Credibility is the foundation

Discussion

- Who do you trust? Why?
- Think of someone you know who is untrustworthy. What does it feel like to interact with that person?
- Think of someone you know who is trustworthy. What does it feel like to interact with that person?

Credibility is the Foundation

- **Credibility** is the foundation of every leader-constituent relationship.
- It is earned over time and occurs only when leaders repeatedly act in ways that align with the values, they say they hold.
- That **alignment** is the key to establishing and maintaining credibility; it is crucial for engaging others.
- Without that **alignment**, it can be hard for others to continue to believe in a leader.



Credibility is the foundation

- Credibility is simply aligning your values with your actions.



Credibility is the Foundation

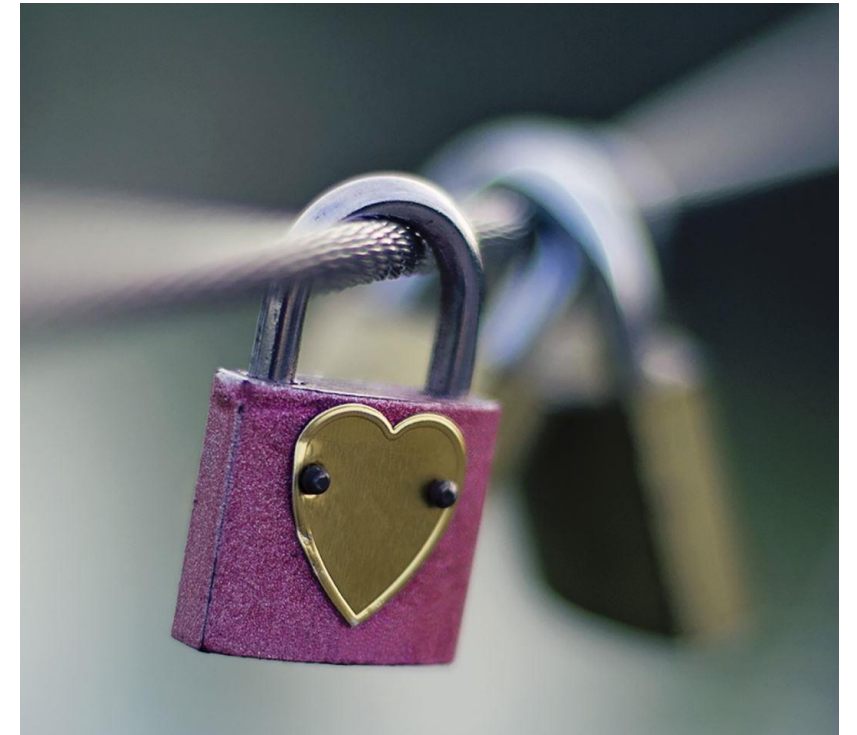
- Think of someone who lied to you? Would you be able to trust her/him again?
- Who do you trust? Why?
- Think of someone you know who is untrustworthy. What does it feel like to interact with that person?
- Think of someone you know who is trustworthy. What does it feel like to interact with that person?



What is Credibility

Behaviorally?

- They practice what they preach
- They walk the talk
- Their actions are consistent with their words
- They follow through on promises
- They do what they say they will do





Do what you say
you will do.

James M. Kouzes

quote fancy

The Power of DWYSYWD

- DWYSYWD (Doing What You Said You Would Do) emphasizes the importance of keeping promises and commitments.
- It builds trust, credibility, and respect, especially in leadership.
- Leaders who deliver on their promises inspire trust and foster a culture of accountability, while failure to do so can lead to doubt and a breakdown in trust.



How to Build Credibility

1

Build Character –
Identify core values, demonstrate honesty and integrity, be authentic

2

Develop Expertise –
Develop expert knowledge in at least one area, stay current in your industry; acknowledge when you do not know

3

Be Transparent –
Communicate; be open and honest

4

Communicate Clearly
– Keep lines of communication open; practice active listening; eliminate barriers to communication; limit use of jargon

5

Be Professional –
Control emotions; dress appropriately; meet deadlines; deliver high quality work.



Manage your Hungers

(Heifetz, Leadership on
the Line, 2017)

Managing your Hungers

- We all possess fundamental human needs or "hungers," including love, recognition, security, status, power, validation, control, and a sense of importance.
- These desires can be innate or shaped by our upbringing and can make us vulnerable when they are extremely strong.



Managing your Hungers

- Stressful situations can intensify our normal level of needs (hungers), making our desires stronger and compromising our self-control.
- The two most common and dangerous hungers are the desire for control and the craving for importance.

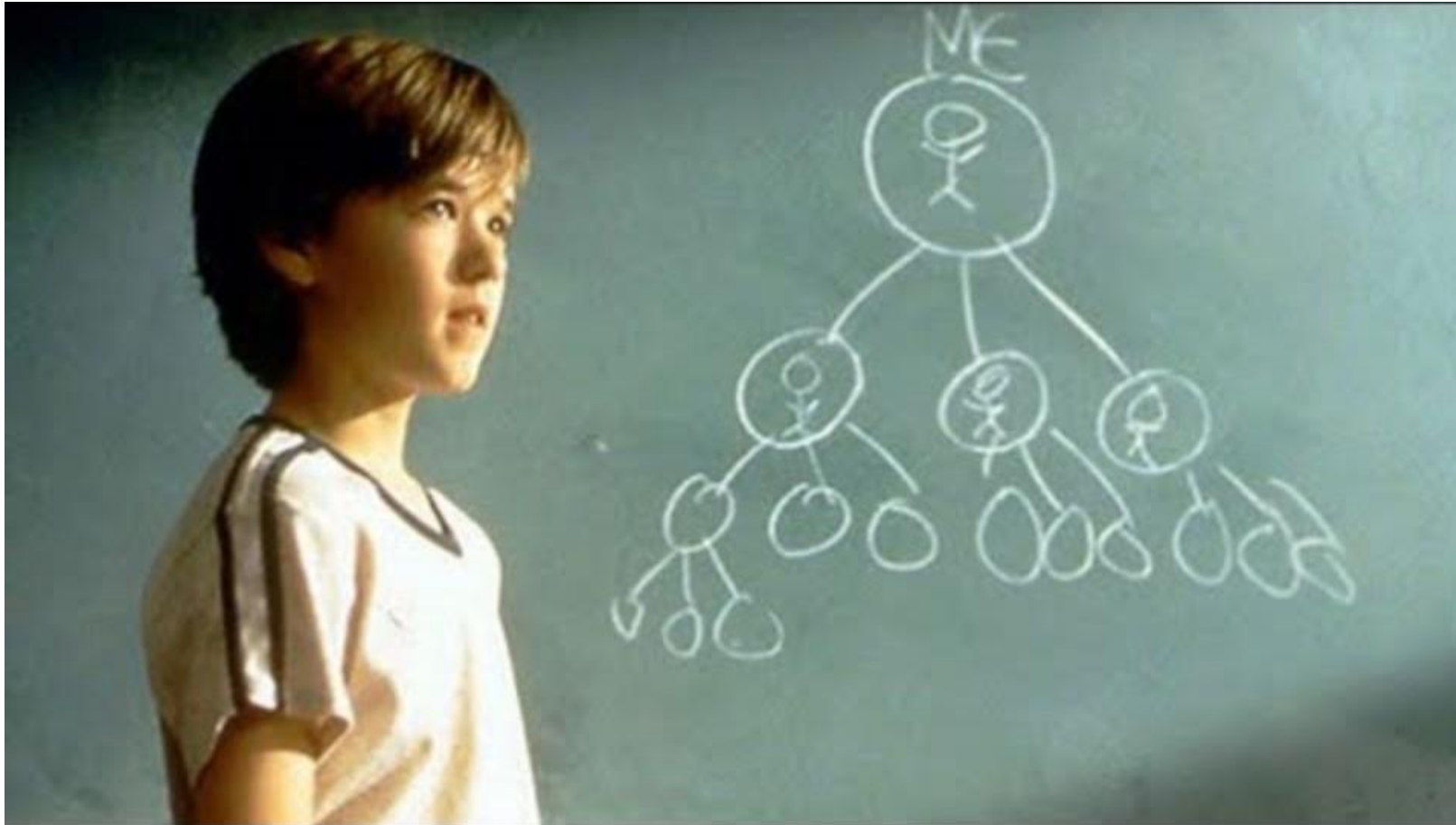


Set an Example

When You Model the Way, You:



Pay It Forward



Pay it Forward

- What other examples of Model the Way do you see?
- What behaviors from Model the Way do you notice in the dialogue in the garage between Trevor's mother and Jerry, the homeless drug addict whom Trevor wants to help him get back on his feet in his plan to do a good deed for three people, hoping they in turn will help three more and so on?
- As Trevor describes his plan to the class, what does he do that reflects the practice of Model the Way?

YouTube Videos

- <https://www.youtube.com/watch?v=kl0rqoRbzzU>
- <https://www.youtube.com/watch?v=UHwVyplU3Pg>
- <https://www.youtube.com/watch?v=oocunV4JX4w>
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