

**Enable
Others to Act**



The Five Practices of Exemplary Leadership

1

- Model The way

2

- Inspire a Shared Vision

3

- Challenge the Process

4

- **Enable Others to Act**

5

- Encourage the Heart

The 10 Commitments



Model The way

Clarify Values
Set the Example



Inspire a Shared Vision

Envisions the Future
Enlist Others



Challenge the Process

Search For Opportunities
Experiment and Take Risks



Enable Others to Act

Foster Collaboration
Strengthen Others



Encourage the Heart

Recognize Contributions
Celebrate the Values and Victories



- **Commitment 7:** Foster Collaboration by building trust and facilitating relationships.
- **Commitment 8:** Strengthen Others by increasing self-determination and developing competence.

Enable

early 15c., "to make fit;" mid-15c., "to make able to," from en- (1) "make, put in" + able. Related: Enabled; enabling. An enabling act (1684) is so called because it empowers a body or person to take certain action.

Enable Others to Act

- Leaders foster an environment of **mutual respect and trust**, encouraging **collaboration** and hard work among group members.
- Trust is fundamental and must be continuously maintained, with clear **cooperative goals** aligned with shared values and vision.
- Effective leaders prioritize collective success over individual recognition, emphasizing a "**we**" mindset rather than "**I**."
- **Empowerment** is key; leaders aim to make everyone feel empowered, understanding that this fosters leadership qualities in others.
- They recognize that empowering others begins with the leader, who **delegates critical tasks**, provides visibility and recognition, and facilitates connections for support and growth.

Enable Others to Act Commitments

Commitment No. 7
**Foster
Collaboration**



Building Trust



**Facilitating
Relationships**

Examples

- When was a time you lost trust in someone, and what were the reasons behind it?"



- Think of a time a leader believed in you when you might not have even believed in yourself. What impact did it have on you? How did it make you feel about that leader?



Commitment 7 Foster Collaboration

1. Building Trust

- Be the first to **extend trust**.
 - Trust them before they trust you
 - By Choice NOT by Force
- Show **genuine concern** for others.
 - Strive to **understand** their perspective.
 - **Listen** attentively and empathetically.
- Share knowledge and information **openly**.
 - Be **transparent** and open in your actions.
 - Demonstrate a willingness to trust others.



Key Principles in Building Trust in Relationships

- Extending **trust**
- Showing genuine **concern**
- **Respecting boundaries**
- Striving to **understand** others' perspective
- Fostering open **communication** and **transparency**

Enable Others to Act to Increase Trust



Emphasize Relationship
Building by Extending Trust



Increase Access to Tools
That Empower
Individuals to Act



Allow People to Tackle
Problems Differently Than
You Would

Commitment 7 Foster Collaboration

2. Facilitating Relationships

- **Develop Cooperative Goals and Roles**
 - Focus on common Goals
- Support Norms of **Reciprocity**
 - Win-Win Strategy
- **Structure Projects to Promote Joint Efforts**
 - Working Collaboratively
- **Structure Face-to-Face and Durable Interactions**
 - Human being are social animals



Support Norms of Reciprocity

- **Reciprocity** (تبادل) refers to the principle of **mutual exchange and cooperation**. It suggests that leaders who demonstrate **trust, respect, and support** towards their team members are likely to receive similar attitudes and behaviors in return.



Support Norms of Reciprocity

- Reciprocity is fundamental for building strong relationships, fostering collaboration, and achieving shared goals within a team or organization.



Support Norms of Reciprocity

There must be a sense of reciprocity. If one partner always gives and the other always takes, the one who gives will feel taken advantage of, and the one who takes will feel superior.





The Prisoner's Dilemma

- The concept of the “**Prisoner's Dilemma**” is often used in game theory to illustrate a situation where individuals, acting in their **own self-interest**, may not produce the best outcome for the group.



The Prisoner's Dilemma

- In the classic scenario, two prisoners are given the choice to either cooperate with each other or betray each other. The optimal outcome for both prisoners is to cooperate, but there's a temptation for each individual to betray the other to gain a personal advantage, leading to a suboptimal outcome for both.



The Prisoner's Dilemma

- Two-persons, non-zero-sum, non-cooperative
- Always has a dominant strategy
- Equilibrium is stable
- Confessing is **dominant strategy** for each player, no matter what other player chooses
- **Dominant strategy was introduced by** mathematician Émile Borel in the 1920s
- Each player has no incentive to unilaterally change his strategy

Prisoner B

	Remain silent	Confess
Remain silent	A gets 2 years B gets 2 years	A gets 8 years B gets 1 year
Confess	A gets 1 year B gets 8 years	A gets 5 years B gets 5 years

How to Build Relationships

1

Extend trust to others, even if they haven't already extended it to you.

2

Spend time getting to know your constituents and find out what makes them tick.

3

Show concern for the problems and aspirations others have.

4

Listen, listen, and listen some more.

5

Structure projects so that there is a common goal.

6

Find ways to get people together face-to-face (virtually or in-person).

Strategies for Effective Collaboration



Enable Others to Act Commitments

Commitment No. 8
**Strengthen
Others**



**Increasing Self-
Determination**



Develop Competence

Strengthen Others

Enhance Self-Determination

- Provide **choices** and **autonomy**.
- **Utilize skills and talents** effectively and offer freedom in **tasks**.

Foster Accountability

- Establish **clear roles and expectations**.
- Provide **necessary resources** for success.

Develop Competence and Confidence

- **Educate and share** information.
- **Organize work** to build competence and ownership.
- **Foster self-confidence** and belief in team members.

Coach

- Ask questions, provide positive feedback, and offer active teaching.

Commitment 8 Strengthen Others

1. Enhance Self-Determinations

- **Provide Choices**
 - Provide genuine autonomy
 - Exercise the capabilities
- **Structure Tasks to Offer latitude**
 - Provide Freedom and Choice
 - Try new Things
- **Foster Accountability**
 - Controle and Accountability
 - Provide necessary Resources



How to Strengthen Others to Succeed



Understand what resources each individual needs to be successful.



Increase access to tools that empower each individual to act.



Provide access to training or coaching that will give people the skills they need to feel confident leading.

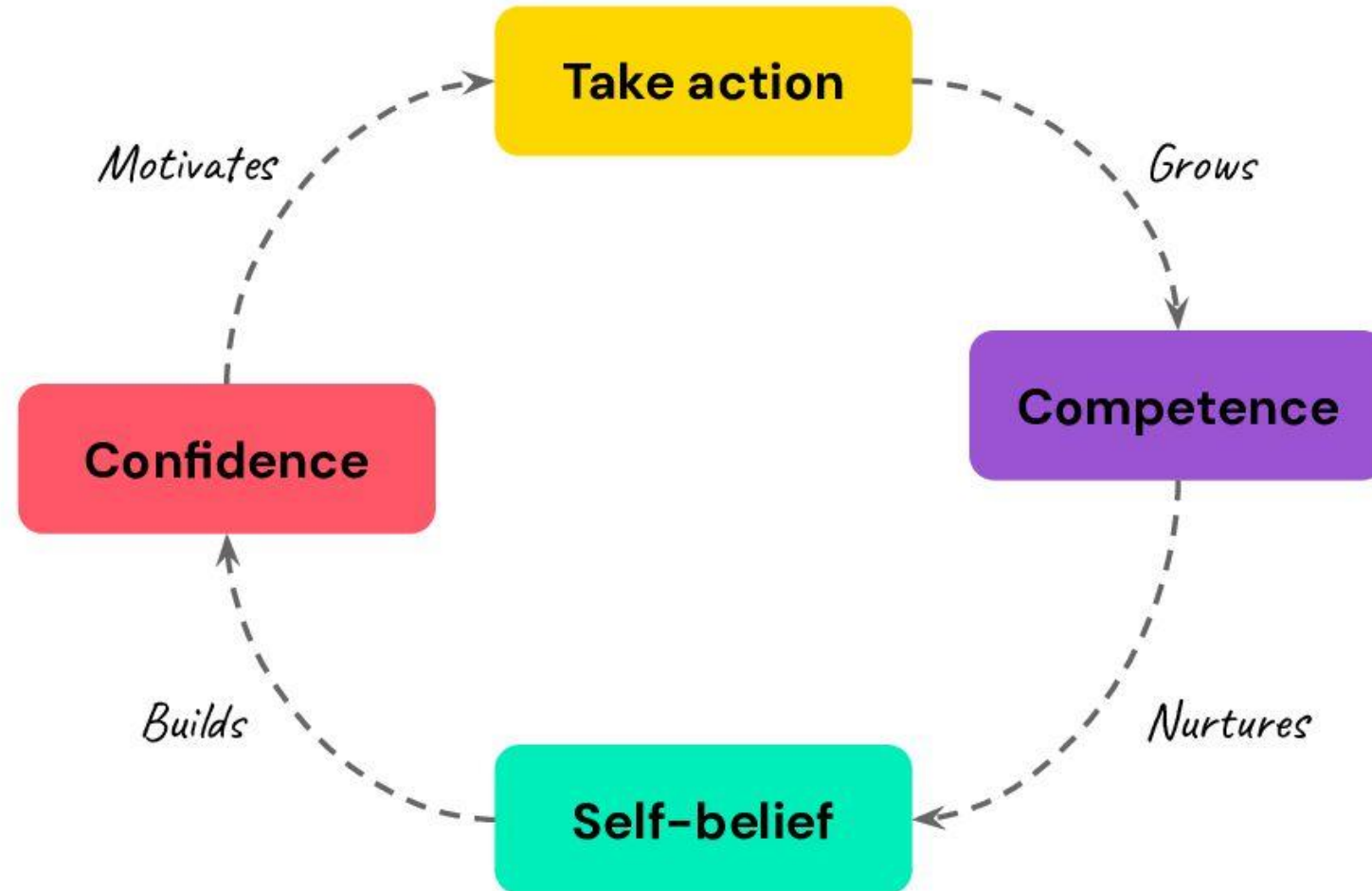
Commitment 8 Strengthen Others

2. Develop Competence and Confidence

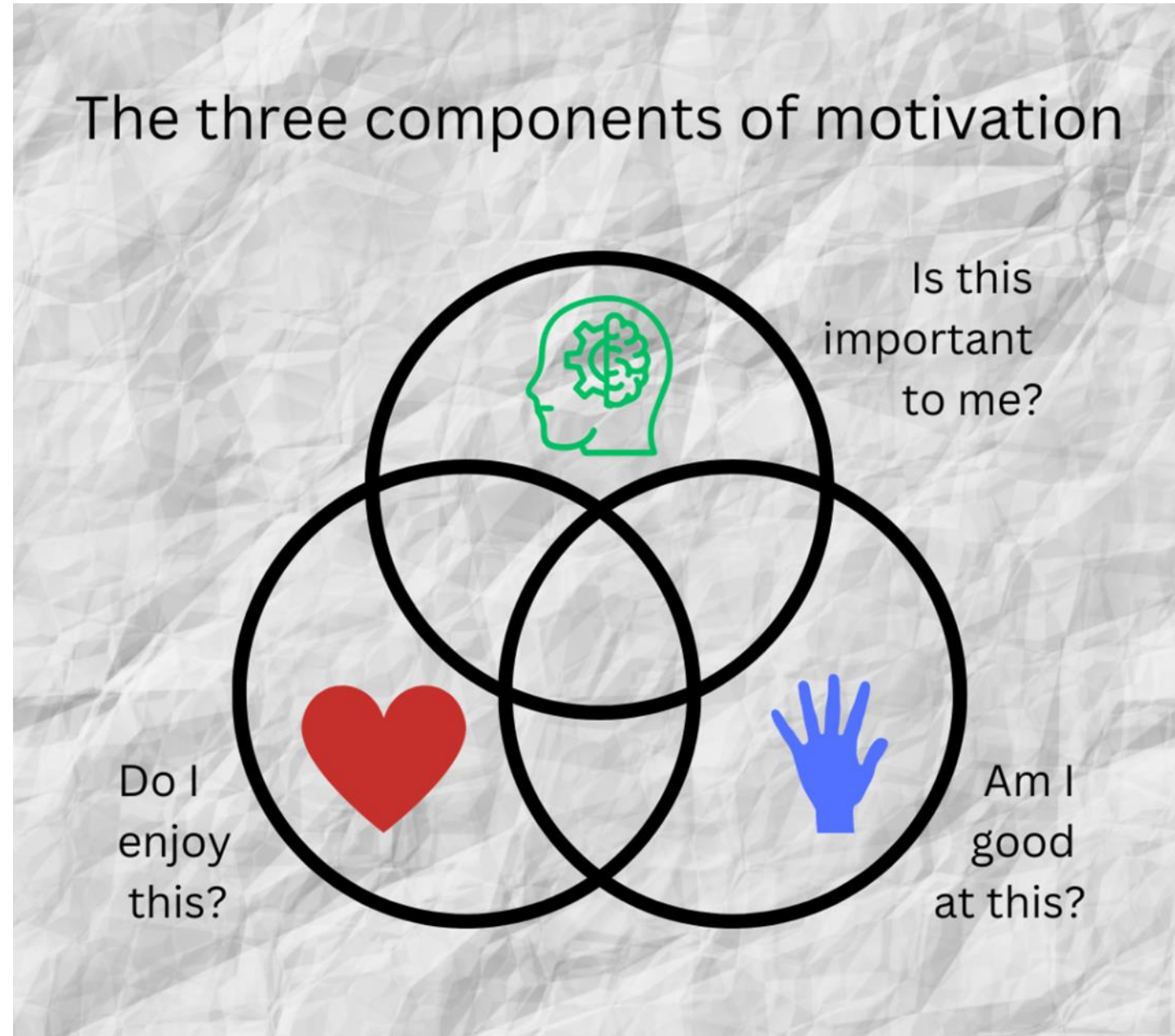
- **Educate and Share Information**
 - People can't do what they don't know how to do
- **Organize Work to Build Competence and Ownership**
 - Promote a Sense of Accountability
- **Foster Self-Confidence**
 - Show that you Believe in Them
- **Coach**
 - Ask Questions , Positive Feedback, and Active Teaching



Confidence - Competence Loop



The 3H-model
/3-C Model of
Motivation
Hugo M. Kehr



Heart: Motives

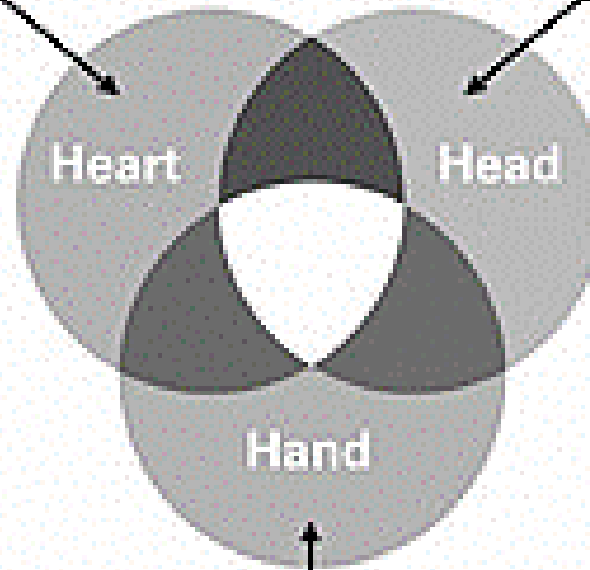
Does he/she really like the task?

Is there a fit between the task and his/her needs and predilections?

Does he/she have fun with the task?

Does he feel uneasy?

Is there anxiety or fear?



Head: Goals

Is the task really important to him/her?

Does the task fit to his/her goals?

Are there goal conflicts?

What is the goal behind the goal?

Hand: Abilities

Does he/she have the abilities and skills required for the task?

Does he/she have the required experiences?

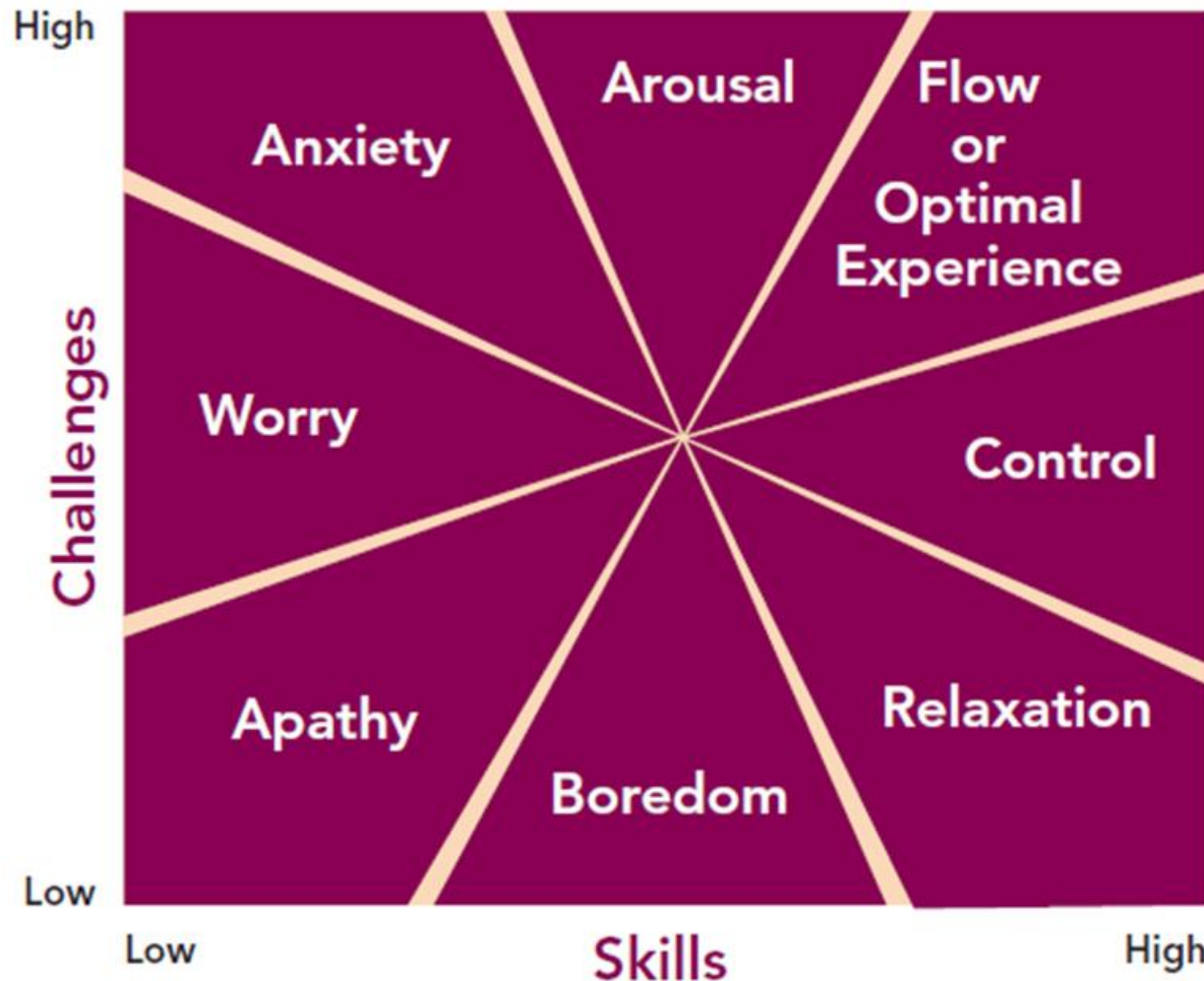
Did he/she successfully accomplish similar tasks in the past?

The 3H-model / 3-C
Model of Motivation
Hugo M. Kehr

Develop Competence and Confidence

- Lack of expertise, skills, or confidence can hinder people's ability to perform effectively in their roles.
- Even if they possess the necessary skills, they may doubt whether they're permitted to use them or fear lack of support if things go wrong.
- Additionally, lacking self-confidence may prevent individuals from taking necessary actions.
- Building competence and nurturing self-confidence are vital for fulfilling organizational commitments and maintaining the credibility of leaders and team members alike.

Develop Competence and Confidence



When high challenges are matched with high skills, then the deep involvement that sets flow apart ordinary life is likely to occur.

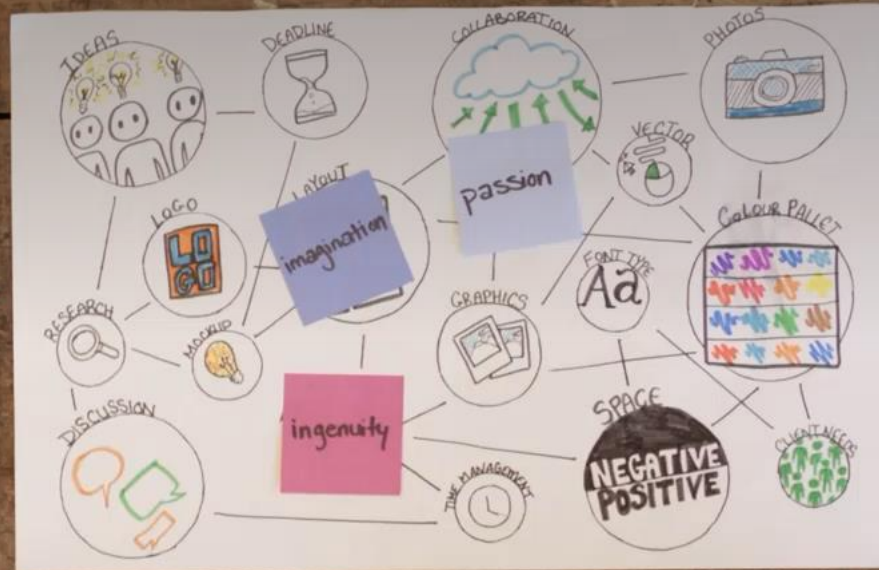
Optimal Performance, Challenge, and Skill



6 Behaviours You Can Adopt to **Enable Others to Act**

1. Develop cooperative relationships among the people you work with
2. Actively listen to diverse points of views
3. Treat others with dignity and respect
4. Involve others in the decisions that directly impact their job performance
5. Give others a great deal of freedom and choice in deciding how to do their work
6. Ensure that others grow in their jobs by learning new skills and developing themselves.

Enable Others to Act Activities



The Paper Chains Challenge Activity

- Paper Chains is a simple game but effective that can be played by small and large groups. The game highlights the importance of communication and asks people to work together to solve a problem.
- The activity is great for communication skills and problem-solving. You will need sheets of paper, sticky tape and scissors
- To play Paper Chains, divide your players into equal-sized groups and ask them to allocate a leader. Once a leader has been chosen, ask them to leave the room, where you will then explain the rules of the game in private.
- The aim of the game is to make the longest paper chain possible using the resources provided. Players may use **ONLY** their dominant hand and no talking is allowed once the timer starts

