Welcome!
Sonoma Leadership Systems

Jim Kouzes and Barry Posner opening keynote sponsored by:

Sonoma Leadership Systems
We Cultivate Talent.
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Are you on this planet to **do something**, or are you here for **something to do**? If you’re on this planet to do something, then what **is it**? What’s your **vision**?
“Vision is the lifeblood of any organization. It is what keeps it moving forward. It provides meaning to the day-to-day challenges and setbacks that make up the rumble and tumble of real life.”

Michael Hyatt, CEO, Thomas Nelson
A vision is an ideal and unique image of the future for the common good.

Jim Kouzes & Barry Posner, *The Leadership Challenge*
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Jim Kouzes & Barry Posner, *The Leadership Challenge*
Objectives

1. Affirm the relationship between ISV and positive work attitudes.
2. Articulate your aspirational themes.
3. Identify trends affecting our work.
4. Make connections with others.
Getting Connected

1. At tables introduce yourself.
2. Let others know where you are from and what you do.
3. Share one thing that inspires you and why.
Forward-looking Sets Leaders Apart
Question: What do you look for and admire in a leader, someone whose direction you would willingly follow?
What Do You Look For In A Leader?

___ Ambitious
___ Broad-minded
___ Caring
___ Competent
___ Cooperative
___ Courageous
___ Dependable
___ Determined
___ Fair-minded
___ Forward-looking

___ Honest
___ Imaginative
___ Independent
___ Inspiring
___ Intelligent
___ Loyal
___ Mature
___ Self-controlled
___ Straightforward
___ Supportive

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2012 Global Results

21% Ambitious
38% Broad-minded
21% Caring
69% Competent
27% Cooperative
22% Courageous
35% Dependable
26% Determined
37% Fair-minded
71% Forward-looking

89% Honest
16% Imaginative
5% Independent
69% Inspiring
45% Intelligent
19% Loyal
14% Mature
11% Self-controlled
32% Straightforward
35% Supportive
Credibility
• Trustworthiness
• Expertise
• Dynamism

Admired Leaders
• Honest
• Competent
• Inspiring
• Forward-looking

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Forward Looking

In Leaders 71%
In Colleagues 27%
Forward Looking

Senior Executives: 88%
Middle Managers: 68%
Students: 44%
Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.
Envision the Future
What is the second question most people want to ask a new leader?

A. Where are we going?
“Have a **vision** in mind and be **clear why** it’s important to you. Furthermore be clear why it should **matter** to those you’re **sharing** your vision with.”

Rajan Prajapat, Project Manager, Google
“People are not trained to face danger, in fact, they are trained to avoid it [...] If you want someone to face a dangerous situation, you have to give them a good reason to do it.”

Claudio Lucero, Mountain Climber
Leaders who are seen as “very frequently” versus “occasionally” Inspiring a Shared Vision have constituents who report being more than 25% more engaged in their workplaces.
The Most Effective Leaders according to their constituents

Inspire a Shared Vision

![Bar chart showing effectiveness levels]

- Low: 32
- Moderate: 43.2
- High: 51.2
Over all the years we’ve been collecting this data, leaders consistently score lowest in Inspiring a Shared Vision.
Four Ways to Envision

1. **Reflect** on your past.
2. **Attend** to the present.
3. **Prospect** the future.
4. **Feel** your passion.
Reflect on Your Past
"How can you know where you're going if you don't know where you've been?"

Alfred Chandler, late professor of business history, Harvard Business School
# The Janus Effect

<table>
<thead>
<tr>
<th></th>
<th>Future First</th>
<th>Past First</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean time in future</td>
<td>1.8 years</td>
<td>3.2 years</td>
</tr>
<tr>
<td>Maximum time in future</td>
<td>3.1 years</td>
<td>9.2 years</td>
</tr>
<tr>
<td>Minimum time in future</td>
<td>0.2 years</td>
<td>0.4 years</td>
</tr>
</tbody>
</table>

Source: Omar El Sawy, USC

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"For a leader who hopes to take an organization into the future, one of the most powerful tools available may be a sophisticated understanding of its past."

John T. Seaman, Jr and George David Smith, “Your Company’s History as a Leadership Tool,” HBR, 12/12
IF a child lives with criticism,
She learns to condemn.
IF a child lives with hostility,
He learns to fight.
IF a child lives with ridicule,
She learns to be shy.
IF a child lives with shame,
He learns to feel guilty.
IF a child lives with tolerance,
She learns to be patient.
IF a child lives with encouragement,
He learns confidence.
IF a child lives with praise,
She learns to appreciate.
IF a child lives with fairness,
He learns justice.
IF a child lives with security,
She learns to have faith.
IF a child lives with approval,
He learns to like himself.
IF a child lives with acceptance and friendship,
He or She learns to find love in the world.
To be good is not enough, when you dream of being great.
“As it turns out, the way that the human brain goes about the task of ‘remembering the past’ is actually very similar to how it goes about ‘imagining the future.’

Sean Carroll, Discover, 4/14/09
Reflecting on Our Past to Better Imagine the Future

1. Review the Personal Journey exercise.
2. Record turning points and defining moments on paper.
3. Share more values that held you up and strengths that were revealed.
4. Be prepared to share what was revealed for you in the discussions.
Attend and Prospect
“The clue train stopped there four times a day for ten years and they never took delivery.”

Comment by large company employee in *Clue Train Manifesto*
Attend to the Present & Prospect the Future

1. Individually record current conditions or future trends.
2. In your table groups review and prioritize ideas.
3. Be prepared to share at least one condition or trend per table.

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“We want to walk with you while you create the goals and vision so we can all get to the end vision ourselves.”
What’s On the Clue Train?

1. Review the top conditions and trends.

2. Using colored dots, indicate the three you think are most important.

3. What are the key messages in these clues?
Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.
Feel Your Passion
“You don't have to be a superstar or an overachiever to lead. You just need to care about something and do something about it.”

Elliese Judge, Panama City, Panama
What are your hopes, dreams and aspirations for the future of leadership development?
Send us your photos:
leadershipchallengeforum@gmail.com
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Leamon Group

Today’s lunch is sponsored by:

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Diversity Leadership Consultants

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Manifesting Collaboration
www.StephenHoel.com
Do you know the name of the movie in which the music you just heard accompanied the opening scene?
Objectives

1. Discuss the **principles** that inform the commitment of Enlist Others.
2. Share **images** of the future.
3. Identify attributes of our **shared** aspirations.
4. Say **thank you**.
Shared Aspirations

1. At tables show your picture and say why you selected it?
2. As others share listen to their hopes and dreams.
3. What shared aspirations do you hear?

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