

JAMES M. KOUZES & BARRY Z. POSNER

THE
**FIVE PRACTICES OF
EXEMPLARY
LEADERSHIP®**



Asia

FROM THE BEST-SELLING AUTHORS OF *THE LEADERSHIP
CHALLENGE* AND *LPI: LEADERSHIP PRACTICES INVENTORY*

Leadership Is Everyone's Business

Global politics, transformations in local and regional governance, shifting economic dominance, and technological breakthroughs have forever changed the face of Asian business and its leaders. From India to Singapore, China to Japan, men and women in every industry across the region are redefining what it means to be an exemplary leader in this age of economic, social, technological, and demographic change. Regardless of rank or position, individuals are stepping up to take the initiative, inspire others to dream, and help the collective achieve more than what is possible alone. They are blending the respect and dignity long valued in Asian culture with the new demands required of leaders: to take risks, inspire collective action, deliver strong performance, and create agile and highly productive organizations that can compete successfully in the global marketplace.

For anyone with a desire to make a difference, there are plenty of opportunities to learn, live, and share what it means to be an effective leader. And for more than three decades, thousands of aspiring leaders have begun their journey right here, with The Five Practices of Exemplary Leadership®.



GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI



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1 Model the Way

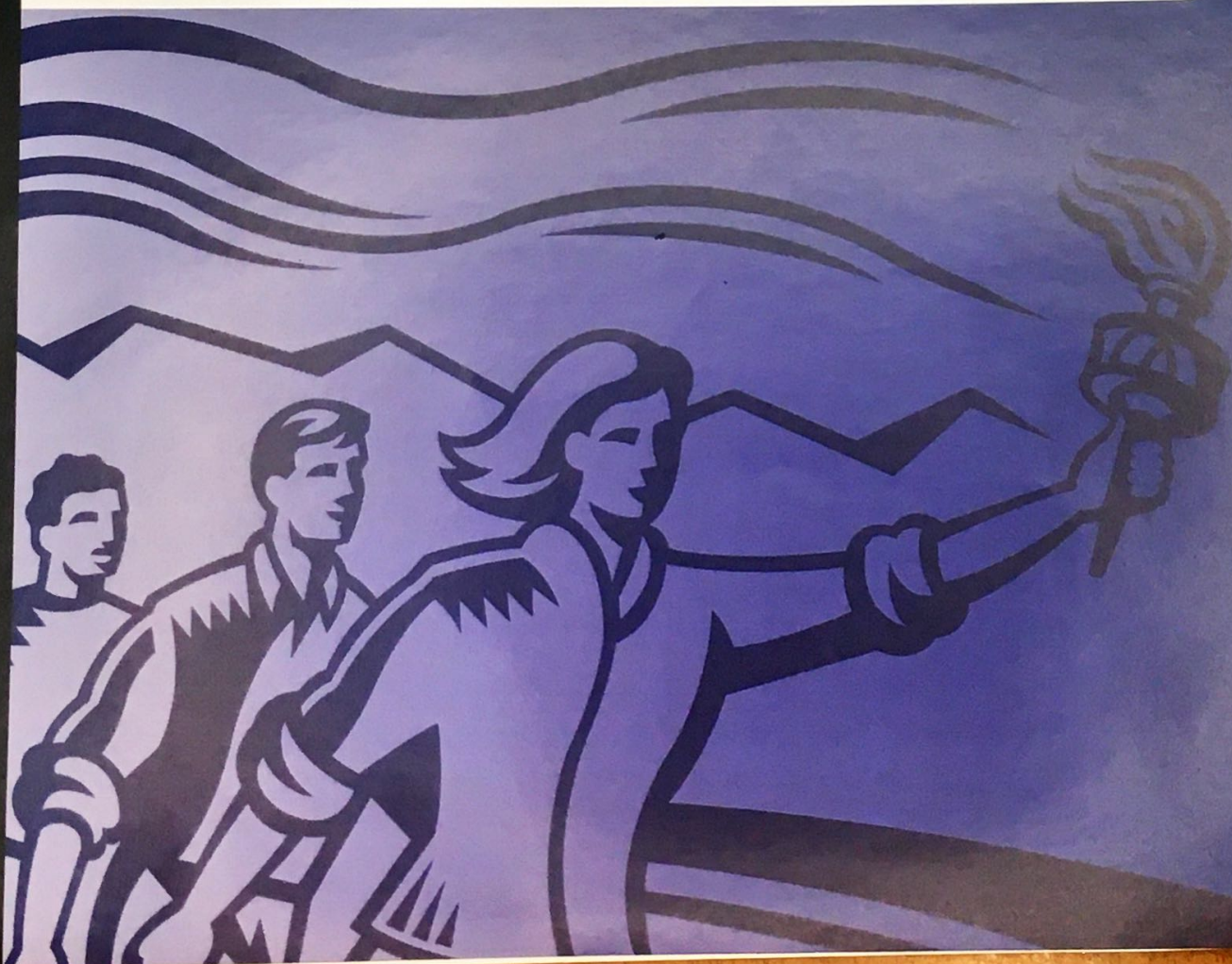
To effectively model the behavior they expect from others, leaders must first be clear about their guiding principles. They must *clarify values*. Leaders find their own voices, and then they clearly and distinctively give voice to their values. They set the standard for living those values with integrity. Exemplary leaders know that it's their *behavior* that earns real respect. They practice what they preach. Their words and deeds are consistently aligned. The truth is that you either lead by example or you don't lead at all. Eloquent speeches about common values may inspire for the moment but are not enough to build and sustain credibility—the foundation of leadership and the most important personal quality people look for and admire in a leader.

In simple daily acts, effective leaders set an example for others as they *Model the Way*—from the stories they tell, the way they allocate their time, and the language they use to the recognitions, rewards, and measurement tools they choose. In putting this essential practice into action, leaders build commitment by affirming and communicating shared values that all can embrace and engaging others in achieving common goals.

“In order for me to become a leader, it’s important that I first define my values and principles. If I don’t know what my own values are and determine expectations for myself, how can I set expectations for others?”

OLIVIA LAI

ASSOCIATE PROJECT STRATEGIST, MOODY’S ANALYTICS, HONG KONG



2 Inspire a Shared Vision

Without willing followers, there can be no leaders. And *Inspire a Shared Vision* is the practice that sets leaders apart from other credible people. Leaders engage others in tying their personal dreams to the aspirations of the group to create a shared vision. Only then will these followers commit their talents, time, and energy to working together to achieve greatness.

Passion to make a difference drives leaders to gaze across the horizon of time and imagine the unique opportunities in store when they and their constituents arrive at a distant destination. With no signposts or road maps, exemplary leaders boldly and creatively communicate their hopes and dreams, and together with their teams' desires, forge a unity of purpose that pulls everyone forward with a shared sense of destiny.

By envisioning a future of ennobling possibilities and enlisting others by appealing to shared aspirations, leaders *Inspire a Shared Vision*. Leaders breathe life into visions, through vivid language and an expressive style, and uplift others with their infectious enthusiasm and excitement to strive toward achieving the group's goals for the greater good.

“You must understand the needs of your followers. I have never encountered a circumstance in which leadership was a one-way street. You have to reflect the needs of the rest of the group or soon you won’t be leading anyone.”

ELAINE FAN

BRAND MANAGER, JOHNSON & JOHNSON CHINA LIMITED



3 Challenge the Process

Great leaders are great learners. And challenge is the crucible for greatness. Exemplary leaders are pioneers at taking the initiative in searching for innovative ways to improve their own work, that of their teams, and their organizations. Rejecting the status quo, they experiment and take risks, treating the inevitable mistakes as important learning opportunities and creating a safe environment in which others can learn from failures as well as from successes. Always open to new opportunities that test their abilities, leaders know that innovation comes more from listening than from telling. They “get out of the box” as they actively seek out and recognize good ideas—from anyone, from anywhere—and take the lead in challenging the system to adopt those products, processes, services, or systems that improve the way things get done. Exemplary leaders also create a climate in which others feel safe and supported in taking risks and stepping outside their comfort zones.

The work of leaders is change, and making a commitment to *Challenge the Process* requires a willingness to take action, every day: to look outward for innovative ways to improve, to experiment and take risks, to constantly generate small wins—making it easy for the team to succeed in making progress—and to continually learn from experience.

“When things don’t work properly, you shouldn’t just accept it as being ‘just the way it is.’ There are, in fact, massive opportunities to shine as an innovative person.”

JADE LUI

ASSISTANT MANAGER HR, LOUIS VUITTON ASIA PACIFIC



4 Enable Others to Act

Exemplary leaders know they can't do it alone. Leadership is a team effort, not a solo expedition. And only solid trust and strong relationships can transform shared visions into reality. Helping others to see themselves as capable and powerful—to nurture positive self-esteem—is key to mastering the art of mobilizing others in joining the journey toward a common destination. When leaders involve others in decision making and goal setting, and build teams with spirit, cohesion, and a true sense of community, they make it possible for teamwork, trust, and empowerment to flourish. Leaders strengthen everyone's capacity with shared goals and shared roles that bind people together in collaborative pursuits.

Leaders make sure that when they win, everybody wins. They share power and information as well as build the capabilities and capacities of others to be successful. Leaders act as coaches and teachers, giving people challenging tasks, clearing away obstacles, and supporting others with the tools they need to be successful. By fostering collaboration, building trust, and facilitating relationships, leaders *Enable Others to Act* with increased self-determination and competence.

“In order to build collaboration, you need to let go and give others a chance. By entrusting others with responsibility, you are letting them know you believe in them and that you have confidence that they can achieve.”

ANA ABOITIZ

ASSISTANT VICE PRESIDENT, HEAD SME BANKING SOLUTIONS AT UNION BANK OF THE PHILIPPINES



5 Encourage the Heart

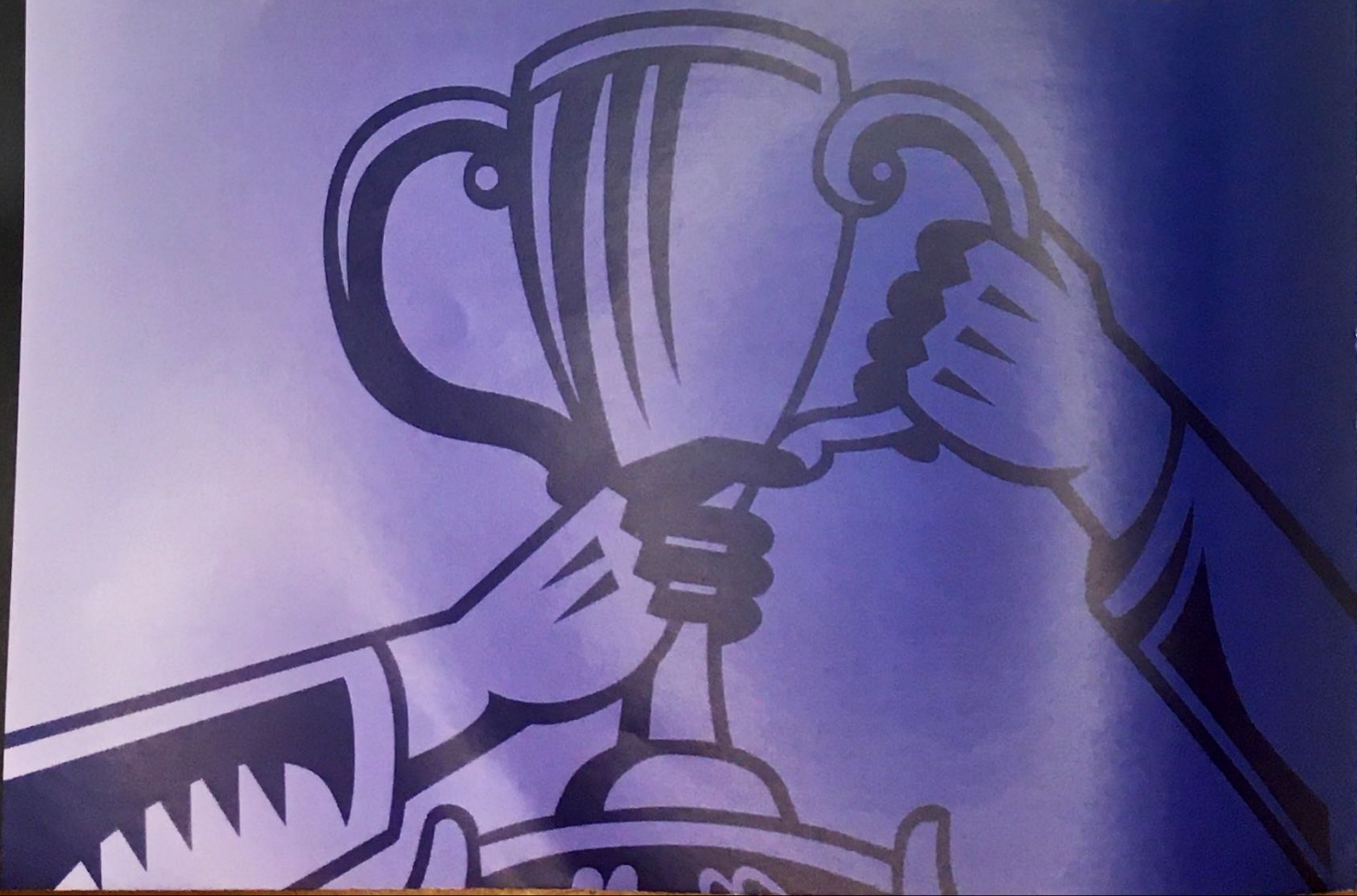
When striving for excellence, especially in times of great change, people can become physically and emotionally exhausted. They can become frustrated and disenchanted. They often are tempted to give up. Exemplary leaders know that getting extraordinary things done in organizations is hard work, and yet they rise to the call to inspire others with courage and hope. When striving to raise quality, recover from disaster, start up a new service, or make dramatic change of any kind, leaders make sure that people understand in their hearts that what they do matters. They expect the best, share the spotlight and credit for a job well done, celebrating people's accomplishments in personal and meaningful ways.

Leaders *Encourage the Heart* by putting into action the principles and essential practices that support our basic human need to be appreciated for who we are and for what we do. In big ways and small—from marching bands and T-shirts to simple and heartfelt thank-yous—leaders recognize contributions by showing appreciation for individual excellence and celebrate the values and victories by creating a spirit of community.

“Sharing success stories and celebrating contributions encourages all to come together and work toward the larger goal. Learning and celebrating together gives us a great sense of satisfaction at work.”

PRASAD KANNEGANTI

QUALITY OPERATIONS DIRECTOR, PFIZER, SINGAPORE



Profiles in Leadership

TRUE TO THE ADAGE THAT THE MORE THINGS CHANGE, THE MORE THEY STAY THE SAME . . .

While the context of leadership may have changed over nearly three decades of study, the content of leadership has remained virtually the same. What constituents and followers look for today in their leaders remains as consistent and defined as it was in the early 1980s when we first began inquiring into what ordinary people do to get extraordinary things done in organizations.

Dispelling the myth that leadership is the exclusive purview of a select few, over the years we have given voice to thousands of everyday people, in every line of work, in every industry—from individual contributors to front-line managers, administrative professionals to community service volunteers—whose personal stories demonstrate that leadership is available to all who choose to accept the challenge. Regardless of title or privilege, leaders are enthusiastic participants in change. They try, fail, and learn from their mistakes. They build self-confidence by learning from others and about themselves, capitalizing on their strengths and overcoming weaknesses. They understand that leaders go first, that the legacy they leave is the life they lead. And, most importantly, just as anyone would to perfect his or her golf game or master the violin, leaders practice, practice, practice.

LEADERS MAKE A DIFFERENCE

The question is not will you make a difference but, rather, what difference will you make. Leadership is an aspiration and a choice. And exemplary leaders choose to put leadership into practice, every day in every way, to achieve extraordinary results and to facilitate the development of the leadership capacity in all those who choose to follow.

As decades of research has proven—and thousands of leadership case studies reveal—every individual has within him or her the capacity to lead . . . and to make a difference.



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