

Leadership

“The top characteristics of admired leaders”



Tony Swainston Ltd

Leadership that Counts



Here we will consider:

- The top characteristics of admired leaders
- The 5 top leadership practices
- The 10 commitments of leadership

The top characteristics of admired leaders



The top characteristics of admired leaders

We look for many special qualities in our leaders. The research James M. Kouzes & Barry Z. Posner indicates that the attributes listed on the “Characteristics of an Admired Leader” sheet you are given account for most of these qualities. From this list of twenty attributes, please select the seven you most look for in a leader - in someone whose direction you would willingly follow. Just place a check (✓) by seven items; there’s no need to rank or rate them.

Kouzes and Posner Research

- Over 30 years of collecting data.
- Over 5000 individual cases studied.
- Over 3 million survey respondents.
- Over 500 research studies by others.

Characteristics of an Admired Leader

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% Straight forward
35% Supportive

Characteristics of an Admired Leader



89% Honest

71% Forward looking

69% Competent

69% Inspiring

Variations in sectors

Health	Caring is higher than 21%.
Higher Education	Intelligence is higher than 45%
Further education	Supportive is higher than 35%

BUT

In all sectors the top 4 characteristics remain the same

Characteristics of admired leaders

To what extent are the top four characteristics of admired leaders viewed as important in your organisation? Discuss this with the people on your table.

Do you view these four characteristics of leaders as important to you as a leader?

89% Honest

71% Forward looking

69% Competent

69% Inspiring

The 5 top leadership practices



The 5 top leadership practices

You have a “Leadership Practices Inventory” sheet
There are 30 statements. Give your responses to these using the 1-10 scale on the sheet.
Then transfer your responses onto the “Leadership Practices Inventory Results” sheet

5 Practices

1. Model the way

2. Inspire a shared vision

3. Challenge the process

4. Enable others to act

5. Encourage the heart

For any of these do you have a score that is less than 45?
Or do you have a score that is less than 5/6 for any of the 30 individual statements?

If so, is this due to your belief system?
Or is it due to an organisational constraint?
Or is it due to a lack of knowledge?

The 10 commitments of leadership



5 Practices and 10 Commitments of Leadership

Model the way	<ol style="list-style-type: none"> 1. Clarify values by finding your voice and affirming shared ideals. 2. Set the example by aligning actions with shared values.
Inspire a shared vision	<ol style="list-style-type: none"> 3. Envision the future by imagining exciting and ennobling possibilities. 4. Enlist others in a common vision by appealing to shared aspirations.
Challenge the process	<ol style="list-style-type: none"> 5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. 6. Experiment and take risks by constantly generating small wins and learning from experience.
Enable others to act	<ol style="list-style-type: none"> 7. Foster collaboration by building trust and facilitating relationships. 8. Strengthen others by increasing self determination and developing competence.
Encourage the heart	<ol style="list-style-type: none"> 9. Recognise contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

The 10 commitments of leadership

From analysing the “Practices Inventory Results” sheet and the “5 Practices and 10 Commitments of Leadership” sheet decide on the commitments that you will work on.

Leadership and Values



The model you set with your actions is far more powerful than anything you say.

Try to answer this question at the end of every day:

“What have I done today that demonstrates or exemplifies the values that we hold?”

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