

**“ If you want to lead others... you have to open up your heart... you have to be able to be honest with yourself in order to be honest with others.”**

**Nevzat Mert Topcu,  
MAGAZINE PUBLISHER**

Practice 1

# Model the Way



Model  
the Way



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

**Set the example by  
aligning actions with  
shared values.**

# Model the Way

To model effectively, leaders must be clear about their guiding principles and then speak clearly and distinctly about what they believe. They also forge agreement about a set of common principles and ideas that make the organization unique and distinctive.

But eloquent speeches about personal values are not enough. Leaders stand up for their beliefs. They practice what they preach. They show others by their own example that they live by the values that they profess. Leaders know that, while their position may give them authority, it is their behavior that earns them the respect of their constituents. It is the consistency of word and deed that builds a leader's credibility.

## MODULE OBJECTIVES

- Clarify and articulate the values that will guide your decisions and actions as a leader.
- Describe examples of how you can align your stated values with your everyday leadership behavior.
- Explain how you will lead your team to a consensus on shared values.

# My Model the Way Feedback

SELF	OBSERVER AVERAGE	LEADERSHIP PRACTICES INVENTORY (LPI) ITEM
<input type="text"/>	<input type="text"/>	1. I set a personal example of what I expect of others.
<input type="text"/>	<input type="text"/>	6. I make certain that people adhere to the principles and standards that have been agreed upon.
<input type="text"/>	<input type="text"/>	11. I follow through on the promises and commitments that I make.
<input type="text"/>	<input type="text"/>	16. I ask for feedback on how my actions affect other people's performance.
<input type="text"/>	<input type="text"/>	21. I build consensus around a common set of values for running our organization.
<input type="text"/>	<input type="text"/>	26. I am clear about my philosophy of leadership.



# Characteristics of an Admired Leader

Percentage of Respondents Who Selected the Characteristic as One of the Seven Qualities They Most Admire in a Leader

THIS GROUP	NORMS	THIS GROUP	NORMS
_____	<p><b>Ambitious</b> (aspiring, hardworking, striving)</p>	_____	<p><b>Honest</b> (truthful, has integrity, trustworthy, has character, is trusting)</p>
_____	<p><b>Broad-minded</b> (open-minded, flexible, receptive, tolerant)</p>	_____	<p><b>Imaginative</b> (creative, innovative, curious)</p>
_____	<p><b>Caring</b> (appreciative, compassionate, concerned, loving, nurturing)</p>	_____	<p><b>Independent</b> (self-reliant, self-sufficient, self-confident)</p>
_____	<p><b>Competent</b> (capable, proficient, effective, gets the job done, professional)</p>	_____	<p><b>Inspiring</b> (uplifting, enthusiastic, energetic, humorous, cheerful, optimistic, positive about the future)</p>
_____	<p><b>Cooperative</b> (collaborative, team player, responsive)</p>	_____	<p><b>Intelligent</b> (bright, smart, thoughtful, intellectual, reflective, logical)</p>
_____	<p><b>Courageous</b> (bold, daring, fearless, gutsy)</p>	_____	<p><b>Loyal</b> (faithful, dutiful, unswerving in allegiance, devoted)</p>
_____	<p><b>Dependable</b> (reliable, conscientious, responsible)</p>	_____	<p><b>Mature</b> (experienced, wise, has depth)</p>
_____	<p><b>Determined</b> (dedicated, resolute, persistent, purposeful)</p>	_____	<p><b>Self-controlled</b> (restrained, self-disciplined)</p>
_____	<p><b>Fair-minded</b> (just, unprejudiced, objective, forgiving, willing to pardon others)</p>	_____	<p><b>Straightforward</b> (direct, candid, forthright)</p>
_____	<p><b>Forward-looking</b> (visionary, foresighted, concerned about the future, sense of direction)</p>	_____	<p><b>Supportive</b> (helpful, offers assistance, comforting)</p>

# What Constituents Expect of Leaders

## Four Characteristics of Admired Leaders

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**Research has shown that people consistently select four characteristics to describe the leaders they would choose to follow.**

The four characteristics that constituents expect of leaders add up to what communications experts refer to as **source credibility**. According to those experts, a source of information is considered believable when he or she is considered to possess the following three characteristics.

## Components of Source Credibility

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# Impact of Credibility on an Organization

When people perceive their managers to have high credibility, they are more likely to:

- Be proud to tell others they're part of the organization.
- Feel a strong sense of team spirit.
- See their own personal values as consistent with those of the organization.
- Feel attached and committed to the organization.
- Have a sense of ownership of the organization.



**When people perceive their managers to have low credibility, they're more likely to:**

- Produce only if they're watched carefully.
- Be motivated primarily by money.
- Say good things about the organization publicly, but criticize it privately.
- Consider looking for another job in tough times.
- Feel unsupported and unappreciated.

**How do leaders earn credibility? What is credibility behaviorally?**

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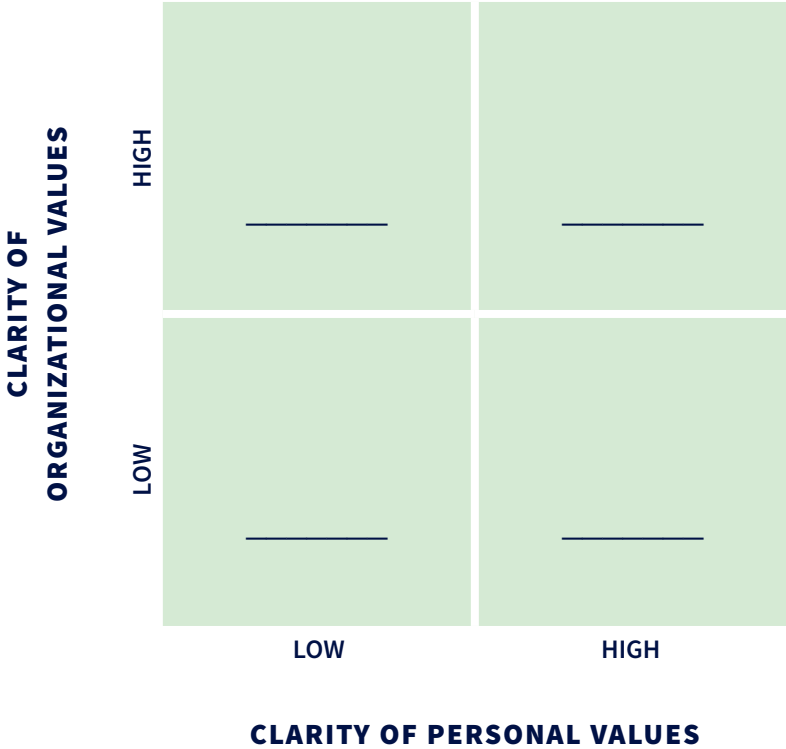
# Clarify Values

Values are enduring beliefs about the principles and standards of behavior that guide daily decisions and actions in every aspect of life. For example, they help us to:

- Determine what to do and what not to do.
- Respond to the actions of others.
- Set the parameters for moral judgments.
- Determine personal commitment to organizational goals.



# Impact of Values Clarity on Commitment



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**“ At the core of becoming a leader is the need to always connect one’s voice to one’s touch.”**

**Max De Pree,  
FORMER CHAIRMAN AND CEO OF A  
FURNITURE MANUFACTURER**



# Values Card Sort

Clarification of values begins with becoming more self-aware. This is an opportunity for you to sort out your personal values.

## 1. Divide the Values Cards into three piles:

- Values that are extremely important to you
- Values that are moderately important to you
- Values that are not important to you

## 2. As you sort through the cards, think about the values that are most important to you.

Try to get the most important stack down to five values. Write those values in the five blank boxes on the next page.

## 3. Discuss with your partner why you chose those five values—why they are so important to you.

If you are not clear about your partner's values, say, "I'm not yet clear on this value and why it's important to you. Please say more." Also, define the values that you chose—describe what each value means to you.

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# Defining Your Values

In the spaces below, record the top five values that you selected when you sorted the Values Cards. Briefly describe what each value means to you.

example

**Creativity: To be inventive and original**

my value #1

my value #2

my value #3

my value #4

my value #5



# Shared Values

The route to commitment begins by clarifying personal values. However, the greatest accomplishments are possible when the leader and the constituents share common values.

Shared values make a difference because they:

- Foster strong feelings of personal effectiveness.
- Promote high levels of company loyalty.
- Facilitate consensus about key organizational goals and stakeholders.
- Encourage ethical behavior.
- Promote strong norms about working hard and caring.
- Reduce levels of job stress and tension.
- Foster pride in the company.
- Facilitate understanding about job expectations.
- Foster teamwork and esprit de corps.

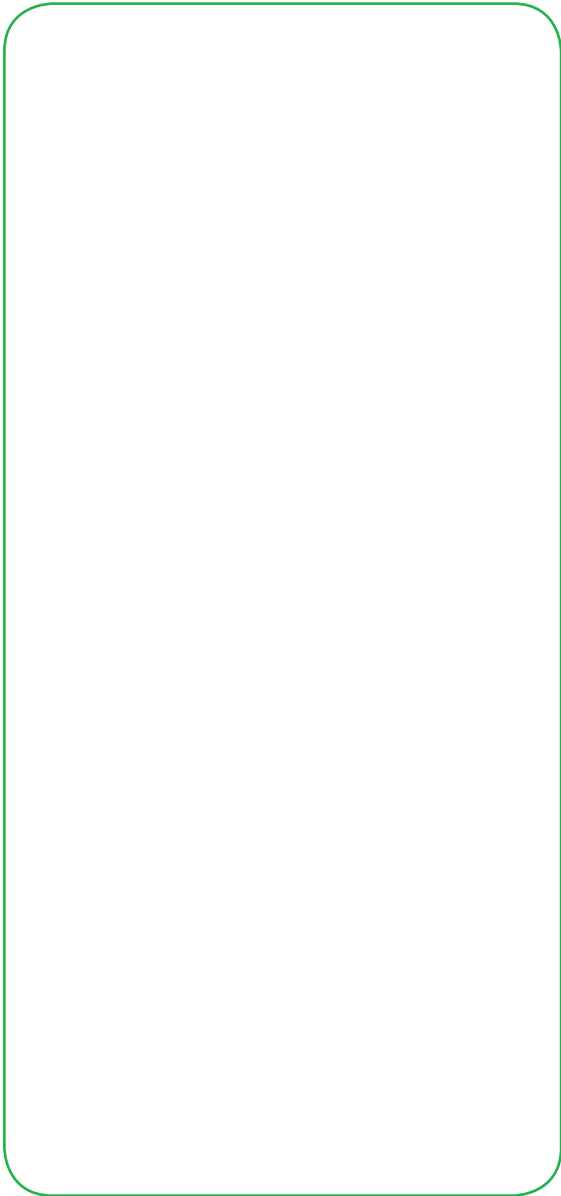
**“ Understanding my values allows me to be more passionate about my work and gives a focus for what everyone on the team should be striving for.”**

**Juan Gonzales,  
INDUSTRY SOLUTION MANAGER AT  
AN INDUSTRIAL DESIGN FIRM**

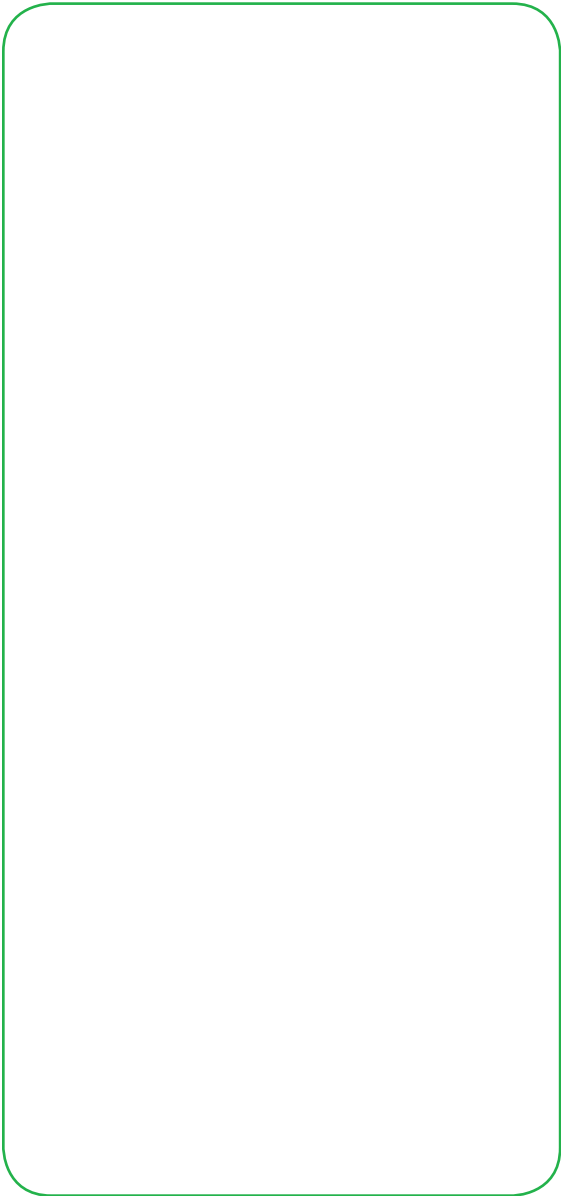
# How One Leader Models the Way

## How did this leader communicate and set the example?

What did the leader say and do?



What impact did it have on team members?





**“ My seeking feedback and listening in turn encourages my team to maintain open communication with other groups through enlisting their feedback and understanding the impact they can make to make their work more efficient.”**

**Seang Wee,**

**A DIGITAL COMMUNICATIONS TECHNOLOGY FIRM**

# Align Actions with Values

Here are some ways in which leaders demonstrate their values:



## CALENDARS

How you choose to spend your time is the single clearest indicator of what's important to you. If you say something is important, then it had better show up on your calendar, on your meeting agendas, and in the places you go and people you see.



## CRITICAL INCIDENTS

Chance occurrences and unexpected intrusions, which often occur during times of stress or change, bring into high relief questions of values. Critical incidents offer great opportunities to teach important lessons about appropriate norms of behavior.



## STORIES

Stories are among the most important ways we pass along lessons from person to person, group to group, generation to generation. When someone says, “The moral of the story is . . .” you know he or she is about to communicate an important point. Leaders use stories to illustrate how values come to life in the organization. They can then serve as a kind of mental map that helps people know what is important and “how things are done around here.”



## **LANGUAGE**

Leaders choose their words carefully to make sure that people get the right message. They use metaphors—figures of speech in which a word or a phrase denoting one kind of idea is used in place of another—and analogies—words suggesting a resemblance in some ways between two things that are otherwise unlike—to enhance communication. And they ask questions to frame issues and set the agenda.



## **MEASUREMENTS**

Measurement and feedback are essential to improved performance, so the outcomes and actions that are measured are the ones on which people focus. The LPI is also a measurement tool that helps you focus on a leader's critical behaviors.



## **REWARDS**

The behaviors you reward, the people you recognize, and the accomplishments you celebrate send out signals about what matters to you. Make sure that, if you say a value is important, you tangibly and intangibly recognize performance that demonstrates the value.

# Sample Values in Action Worksheet

## CORE VALUE: CUSTOMER SERVICE

### ACTION IDEAS

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- Calendar**
- Answer customer services phones one morning per month.
  - Visit client sites once a week.
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- Incidents**
- The next time there is an unusual disruption in normal service, take on a frontline job to demonstrate that the customer comes first.
  - Assign specific roles for staff members to take during service disruptions and have people practice these roles.
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- Stories**
- Begin every staff meeting with customer stories, including both successes and learning opportunities.
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- Language**
- Start referring to staff members as “associates” instead of as employees.
  - Eliminate “subordinate” from your vocabulary. Eliminate “us versus them” language from interdepartmental conversations.
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- Measurements**
- Conduct a customer satisfaction survey.
  - Determine the key leading indicators of your success and make them the key measures for the future.
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- Rewards**
- Give a company-wide bonus for improving customer satisfaction rating.
  - Set up an Applause! Bulletin Board for every location.
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# Values in Action Worksheet

**CORE VALUE:** \_\_\_\_\_

**ACTION IDEAS**

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<b>Calendar</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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<b>Incidents</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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<b>Stories</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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<b>Language</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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<b>Measurements</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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<b>Rewards</b>	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

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# Commitment to Values To-Do List

- Schedule actions for modeling your values into your week.
- Set aside time in meetings to recognize people who are demonstrating a value.
- Ask people for feedback. Are you behaving consistently with your words?
- Weekly or monthly, do a quick values performance review at the end of financial and performance meetings.





# Model the Way Module Summary

Where are you on your journey to become a better leader?

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

What are the three most important things you learned about the practice of Model the Way?

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2.

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3.

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How clear are you about the values and guiding principles that govern your decisions and actions in the context of this challenge?

To what extent do others share those values and principles?

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**How will improving in the practice of Model the Way help you address the leadership challenge that you brought to this workshop?**

As you address this challenge, what are some things you can do to align your actions with your values so you will be seen as more credible?

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**Think about these questions.**

**Which of your key values might be “put to the test” as you work through this challenge?**

What support will you need to ensure that no values are compromised?

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**“ I never asked anyone to do anything I wouldn't or couldn't do myself.”**

**Mary Godwin,  
OPERATIONS AND SUPPLY CHAIN EXECUTIVE**