

Leadership Training Module on Enable Others to Act (Kouzes & Posner)

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Leadership

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Workshop Description

Everyone has either come in contact with a leader or played the role of a leader. Everyone has also worked with effective leaders and ineffective leaders. And all of us want to work with leaders who can share a vision with us and empower and enable us to meet our goals. One can say that leaders play a crucial role in the success or failure of a task and achievement of goals.

This training unit is based on one of the five exemplary practices of effective leaders as proposed by Kouzes and Posner. A combination of different training methods (power point presentation, group activities, visual clips etc) have been compiled together to communicate the content that has been selected after conducting a need analysis. An assessment tool at the end of the training measures if the training was well received and well understood by the trainees.

Course Objectives

Identify leadership behaviors that Enable Others to Act

Apply the concept of Enabling Others to Act in everyday life

Content Outline

Learning Activities

- Leadership Development Worksheet
- Enabling with style
- Journey to the Center of the Earth

Power point Presentation covering underlying concept behind the idea

Behavioral Objectives

Identify leadership behaviors that Enable Others to Act

Apply the concept of Enabling Others to Act in everyday life

About the Trainer

Ananya Sharma will be the leader of the upcoming Leadership workshop on Enabling Others to Act. Sharma has two years of teaching experience and is currently employed at Cerner Corporation as a Delivery Consultant. Her role requires her to be an agent of change and help others adopt new technology. She believes that to be able to do her job well as a consultant it is imperative for her to empower her clients and provide them with the tools they need to be able to perform well at their jobs.

Keeping this in mind, Sharma has developed this training module to enable consultants to provide value to their clients by enabling them to act.

Task Analysis for Enable Others to Act- Leadership at Work

Requires the leader to realize that success is a team effort and that collaboration and accountability play key roles in determining success. Leaders must have faith that their followers are competent and if not, train them and create an environment where they feel skilled and proficient (Kouzes & Posner, 2007):

- Honesty and candor
- Accessibility and openness
- Approving and accepting
- Facilitate relationships
- Develop cooperative goals and roles

Background on the Module's Development

Organizations can be defined as business concerns that unite in order to reach specific goal(s). It is a social unit that is structured in a manner that facilitates the attainment of goals as specified in the organization's mission statement and vision. Organization structure determines the activities undertaken by the organization as well as the roles and responsibilities of the members. The group of people I will be teaching/training are part of a healthcare IT organization that aims at transforming health care by reducing errors and waste and empowering the consumers (patients) and providers (physicians, registered nurses, pharmacies, hospitals etc.) of the industry. The main goal of the organization is to contribute towards systematic improvement in the way health care is delivered. It aims at changing the way:

- People pay for health care, by streamlining electronic payments
- People use and share information, by ensuring access to information in real time and

- People think about health, by empowering them to take their health in to their own hands and work proactively towards being healthy

As consultants who work for the organization, associates are agents of changes, who replace paper with paperless technology, causing much fear and chaos in the way hospitals function now. Needless to say, change meets resistance and associates must be trained in being leaders who facilitate change without causing panic and making the transition as smooth as possible.

Therefore, it is my intention to develop a teaching/training module for incoming associates by introducing them to one exemplary practice – enable others to act – as proposed by Kouzes and Posner. 95% of the associates will be fresh college graduates who will undergo extensive training for 8 weeks prior to being placed in their roles. The training incorporates both technical and soft skills. It is during the soft skills training week that I will present my training module to trainees.

Assessment Measure used to develop the Module

We have all worked with a leader or played the part of a leader in our lives. As followers and leaders, we have certain expectations from our leaders and followers respectively. Please take a moment to answers the following questions. Your responses will be kept confidential and will be used as feedback when designing modules for your training program.

1. Are you aware of the concept of leadership?

Yes

No

2. If yes, how and in what capacity?
3. What do you know about leadership?
4. Can you define leadership?
5. What are the characteristics of an effective leader? Please list as many as you can.
6. Have you ever been introduced to or heard about the LPI 360° as proposed by Kouzes and Posner?
7. If yes, what do you know about the five exemplary practices?
8. What would you want to learn about the five exemplary practices (Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, Encourage the Heart) as proposed by Kouzes and Posner to improve your leadership style?

Assessment Tool

Name _____

1. Which of the following is not an element of enabling others to act? (1Point)
 - a. foster loyalty and commitment
 - b. create a climate of trust
 - c. affirm shared values
 - d. support norms of reciprocity
2. From the examples discussed during the training module, describe how the leader (from any one scenario) enabled others to act. (2 Points)
3. List the 6 strategies good leaders use to enable others to act? (6 Points)
4. According to Kouzes and Posner, leadership is an observable and learnable set of practices: (1Point)
 - a. True
 - b. False
5. What have you learnt in this training session and how can you apply it to your daily life? (2 Points)

Answer Key

1. C

2. -

3. 6 characteristics

Develop cooperative relationships with people they work with

Actively listen to diverse points of view

Treat others with dignity and respect

Support decisions that other people make on their own

Give people freedom in deciding how they want to do their work

Ensure that people grow in their jobs by learning new skills and developing themselves

4. A

5. -

Learning Activities

The first activity (Learning Activity 1) is a leadership training activity where groups of three are tied together and one team member is “mute”, one is “deaf” and the last one is “blind”. The teams have to navigate obstacles and reach the finish line. This activity helps foster a team spirit, develop interdependence and creates trust among team members.

The Enabling with Style (Learning Activity 2) group activity gives trainees the opportunity to empathize with others’ way of doing and highlights the whole brain approach to tasks. Trainees choose one out of four styles they would like to describe to their partners and are then giving opposing guidelines to build their descriptions. The four quadrant model brings to attention the significance of allowing others to choose how they want to work.

Leadership Development Worksheets (Learning Activity 3) serve the purpose of enabling the trainees to conceptualize the leadership practice focus and list related behaviors and actions they will take in order to cultivate the said behavior. Trainees provide a time frame, based on their preference, within which they must implement the behaviors they have identified and put them in to practice.

By asking trainees to fill out the worksheets, we are enabling them to zero in on behaviors they want to improve on and giving them the opportunity to reflect on the actions they can take in their everyday lives that will help them reach their goals.

Power Point Presentation

The power point presentation is to be used more as a guideline for the presenter and the trainees. It first slide is used to introduce Learning Activity 3, where trainees will work together as a team to navigate an obstacle course to reach the finish line. This is followed by a clip from the movie *Coach Carter*, which is the story of a man who undertakes the role of coaching a basketball team and inculcates in the players the value of working as a cohesive unit.

At the end of the clip, trainees are asked to discuss Coach Carter's character and pin point the strategies he used to enable his team, keeping the group activity in mind and tying the two together to develop an understanding of how effective leaders foster collaboration and build relationships.

After this activity, the behaviors that have been identified by Kouzes and Posner that make a leader effective at enabling others to act are discussed. The training ends with trainees filling out the leadership development worksheets.

Learning Activity 1



Effective Leadership Behaviors

ENABLE OTHERS TO ACT

Ananya Sharma

OBJECTIVES

- Identify leadership behaviors that Enable Others to Act
- Apply the concept of Enabling Others to Act in everyday life

- 1 Model The Way
- 2 Inspire A Shared Vision
- 3 Challenge The Process
- 4 Enable Others to Act
- 5 Encourage The Heart

Learning Activity 2

Opposing Quadrants Of The Whole Brain Model

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Honesty Honest

Accessible

Approving

Dependable



Learning Activity 3

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