

Enabling Others to Act: How Leaders Turn Their Followers Into Leaders!

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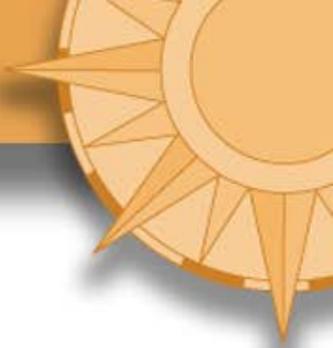




“Only three things happen naturally in organizations: friction, confusion, and underperformance.

Everything else requires leadership.”

Leaders Make A Difference



Take a moment and think about the **BEST** leader you have ever worked with.

In general, what **percentage of your talent** was utilized when you worked with this leader (write down a number on a post-it note)?

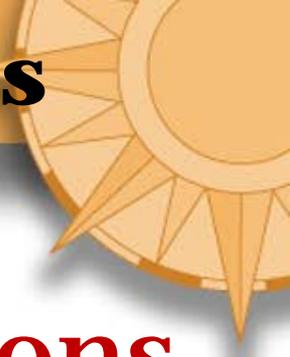
Leaders Make A Difference



Take a moment and think about the **WORSE** leader you have ever worked with.

In general, what **percentage of your talent** was utilized when you worked with this leader (write down a number on a post-it note)?

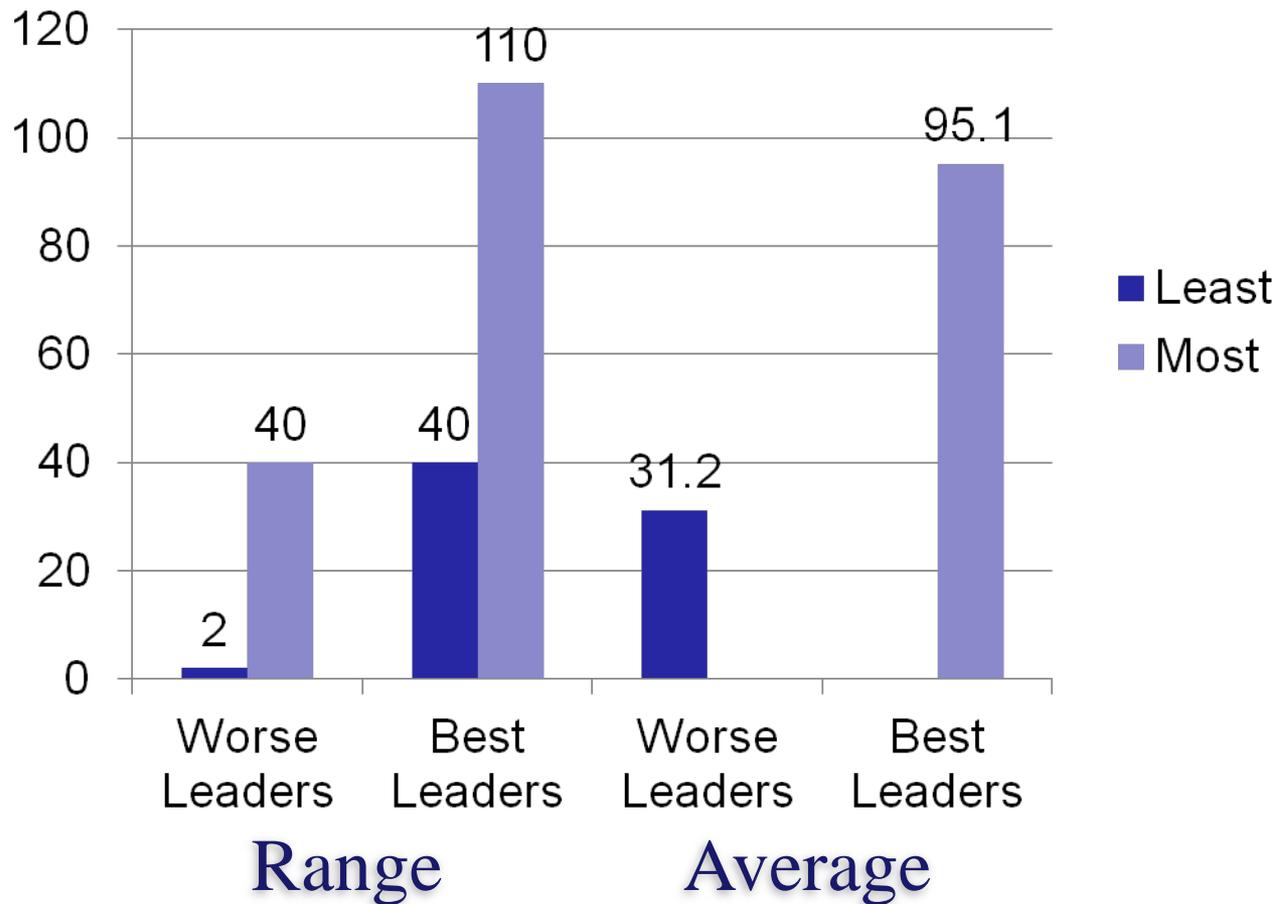
Actions of Worse/Best Leaders



Describe the attitudes and actions of this leader:

- What did this individual **do** that made him/her your worse or best leader?
- How did this person make you **feel**?

Talents Utilized by Leaders



Q. How would you
know if someone
was a leader?

A. They have **followers!**



“If you think you are
leading, and **no one is**
following you,
then you are just out for a
walk.”

Barry Posner





Leadership

is a **relationship**



The most critical success
factor for the top
three jobs in organizations?

**“Relationships with direct
reports”**



Leadership is a relationship....
and what sustains that
relationship over time is that
leaders turn their followers
into leaders!



Think about that time when
you were at your **personal
best as a leader.**

When you were at your
personal best as a leader,
did you accomplish this
all by yourself?



“No matter how capable a leader is, he or she *alone* won’t be able to deliver ...without the joint efforts...that comes from *the team.*”



“My basic philosophy is that I’m only as **strong as my team.**”



“I have learned that a good leader takes the time to break the ice and gets to know his or her team on a personal level, but a **great** leader goes one step further...



...and **learns about each person's values**, how they **build trust**, and what is **core to their motivation** and drive. They then **share the team's values**, as well as their own, and **align the team** around a strong focal point for working together toward a **shared goal.**"



Action Item

What makes for good
working relationships?



What Makes for Good **Working** Relationships

1. **They involve the whole person.**

That is, you don't arbitrarily separate business from pleasure but include and acknowledge one another's personal sides (such as family, interests, hopes and dreams).



2. A sense of shared history is developed over time. This fosters a sense of durability, remembering that the relationship has weathered both good times and bad times.



3. These relationships are collaborative rather than competitive. Each person has certain strengths that can be counted on and well-known weaknesses that have to be taken into account.



4. There is a strong sense that each person values and affirms the other. Each party is the other's supporter and admirer.



“I focused on having **open** and **fluent communications** with all team members. I asked for **their input**. I **listened** to their opinions, needs and complaints. I **kept them informed** and as **involved** as possible....



We organized regular **social gatherings** outside work which helped them to get to **know** each other better, and thus to **understand each** other more. All this created a **positive environment**. We all **cared** and **respected** each other. Our team was solid as a rock.”



Think of a Time When You...

(A) felt **POWERFUL** as a result of what someone said or did.
Describe what they did/said:

(B) felt **POWERLESS** as a result of what someone said or did.
Describe what they did/said:

POWERFUL TIMES

- Behaviors that make people feel powerful are enabling, and those that make people feel powerless are disabling.
- Feeling powerful is likely to bring out the best, most positive, most committed energy and performance.





“Making people feel strong, capable, and valued is at the heart of **trust** — the essential ingredient in people’s willingness to take risks that can drive extraordinary results.”



“Most importantly, the level of **trust** subordinates had in their **leaders** determined the amount of leader **influence** subordinates **accepted.**”



“A **solid trust** platform
is needed if we are to
get a united,
cooperative team to
move in the **same**
direction.”



“...we discovered that **trust** is among the **strongest** known **predictors** of a country’s **wealth**; nations with low levels tend to be poor.”



“I am a hard worker as a rule of thumb but **Alex’s trust in me** made me work even harder, because I did not want to disappoint him.”

Angelika Mehta (Canada)

“Since Bob put **his trust in me**, I made sure that I **would not fail.**”

Elaine Fan (Hong Kong)



“I wanted to show my boss and my client that **their trust would pay off** and I started to **throw myself into the project.**”

Tom Oefler (Denmark)

“**This trust gave me more confidence** in myself, which encouraged me to do **even better** and gave me a sense of power.”

Cathy Chao (China)



“I felt **empowered and trusted** at the same time. It made me want to **work harder** in order to show that I **deserved this trust.**”

Line Mjell (Chile)

“I was **excited** to work with him because I felt that he **trusted** my abilities. Not only did I feel **compelled to reciprocate Wilson’s trust** but I also **felt empowered to explore new avenues.**”

Florian Bennhold (Germany)



“I **learned to trust** in their job performance because at the beginning I was checking every single analysis they did, but I noticed how they got angry with me because I didn’t let them conclude anything by themselves....

I showed trust to build trust.”

Lorena Compeán (Mexico)



Strongest Predictors of Trust in the Leader

1. **Common values** among team members and the leader.
2. **Communicating** a collective, values-driven **vision**.
3. **Consulting team** members when making **important decisions**.



Let's take a look at how
Bert Wong
Enables Others to Act.

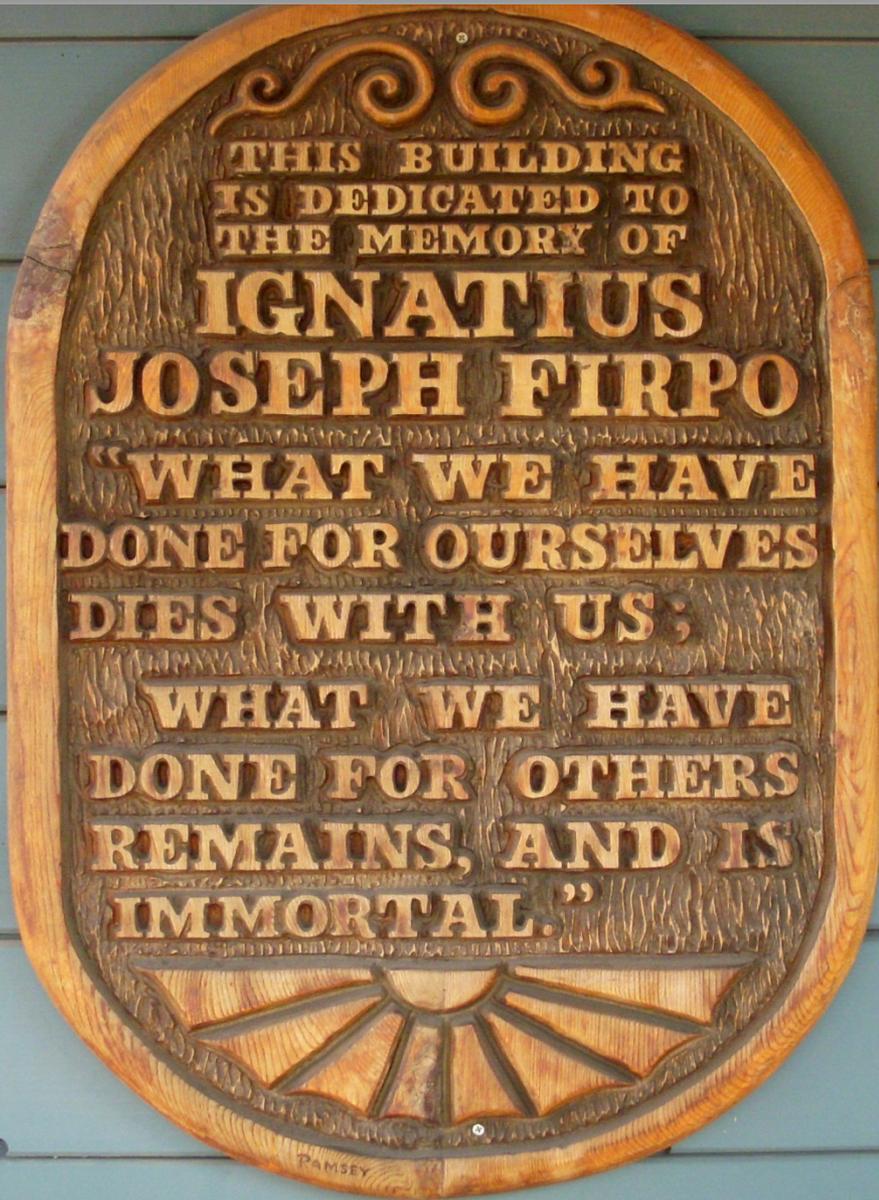
Give Your Power Away

- 1. Share information**
- 2. Involve folks in making decisions**
- 3. Allow discretion for decisions**
- 4. Assign non-routine jobs**
- 5. Clear away obstacles**
- 6. Eliminate rules**





“I contend, however, that all things being equal, we **will work harder** and more effectively for people **we like**. And we like them in direct proportion to **how they make us feel.**”



THIS BUILDING
IS DEDICATED TO
THE MEMORY OF
**IGNATIUS
JOSEPH FIRPO**
"WHAT WE HAVE
DONE FOR OURSELVES
DIES WITH US;
WHAT WE HAVE
DONE FOR OTHERS
REMAINS, AND IS
IMMORTAL."

PAMSEY





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