

SUPERVISORY GUIDELINES  
FOR PROMOTING  
LEADERSHIP DEVELOPMENT



2007  
ENTERPRISE LEADERSHIP ACADEMY

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FOR PROMOTING  
LEADERSHIP DEVELOPMENT

2007 Enterprise Leadership Academy

Sponsored by:

STATE OF WISCONSIN  
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## INTRODUCTION

The team members who developed this handbook bring very diverse backgrounds to the Enterprise Leadership Academy (ELA) program. There was a general consensus that leaders throughout State government don't focus enough attention towards recognizing and developing leadership skills in our employees.

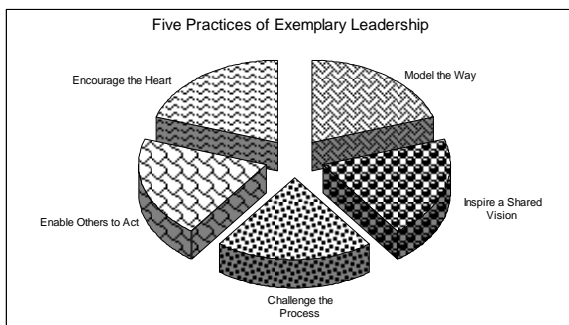
This handbook is designed to serve as a reference guide for supervisors in the fostering of leadership skills in employees during the employee's development process. One of the best times to discuss leadership and set expectations is during an employee's performance evaluation.

As supervisors and leaders we have a responsibility to our employees to not only provide leadership to them, but to develop and grow them into the leaders they aspire to be.

Concepts for this handbook are a compilation of materials and information gained during the 2007 Enterprise Leadership Academy (ELA) program and the personal beliefs and insight of the team members. Much of the content is based on the Five Practices of Exemplary Leadership and the Leadership Practices Inventory developed by from Jim Kouzes and Barry Posner.

The Five Practices of Exemplary Leadership are:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart



These practices will be further discussed and defined in this handbook.

## What is Leadership?

"Leadership is action, not position." McGannon, Donald H.

"A leader knows what's best to do; a manager knows merely how best to do it." Adelman, Ken

"Leadership is the challenge to be something more than average." Rohn, Jim

"Leadership is a serving relationship that has the effect of facilitating human development." Ward, Ted

"You do not lead by hitting people over the head -- that's assault, not leadership." Eisenhower, Dwight D.

"Leadership is all about people and getting the most out of people. It is about conveying a sense of purpose in a selfless manner and creating conditions of trust while displaying moral and physical courage. Never show fear or anger. You have to have a sense of optimism." Powell, Colin

From these quotes, you get a good picture of what leadership is; or isn't. It is easy to look up quotes to see what others say about leadership, but what is the really essence of leadership?

Leadership skills can be developed, but the initial skill set is part of the fabric of an individual's character. It is about honesty, integrity, courage, and values. It is about having the ability to assist others in accomplishing what they may have

never imagined. It is about doing the right thing, not because you must, but because you believe in it.

Additionally, as leaders we have a responsibility to our employers to recognize leadership potential in our employees, assist in their personal and professional growth, and prepare them for the future.



## CHARACTERISTIC 1



“Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory. “ Jim Kouzes and Barry Posner.

Daniel Goleman states that “Behavior of leaders is responsible for at least 70% of the emotional climate of a company, and this in turn drives 20 to 30 percent of the organization’s business performance.” David Sirota, Louis A. Mischkind and Michael Irwin Metzger provide further argument in stating that “Employee turnover can be reduced as much as 80 percent and can improve workforce performance by as much as 25 percent.” Lastly, recent surveys indicate that the number 2 reason employees leave organizations is unhappiness with management (23 percent). The research is sounding a clarion call to us as managers to become better examples of behavior by modeling the way for those we manage. How can we provide such examples?

Modeling the Way” can be broken down into three components with clarification of these components to follow:

1. Clarifying Personal Values: Find your voice by clarifying your personal values

“Personal leadership is the process of keeping your vision and values before you and aligning your life to be congruent with them.” Stephen Covey

“If you don’t stand for something, you will fall for anything.”  
Unknown

Research has indicated that the top 10 characteristics of admired leaders include the following, in hierarchy of order:

- \*Honest
- \*Forward-Looking

\*Competent  
\*Inspiring  
Intelligent  
Fair-Minded  
Broad-Minded  
Supportive  
Straightforward  
Dependable

\* Top four characteristics contributing to credibility

Suggestions for Areas of Employee Development:

- Identify which values are critical to you as an Employee.
  - Rank characteristics of qualities you value as an individual.
  - How are these values and characteristic in or out of alignment?
2. Walking the Walk: Aligning Actions with Shared Values  
"Behavior modeling can be set by anyone in the organization and can be accomplished as much as what is not said as what is said." Unknown

Suggestions for Areas of Employee Development:

Set the example by aligning actions with shared vision:

- A set of high standards
- A set of values
- A set of principles
- Plans (road map)

What are the values of your Supervisor?

What are the standards, values and principles of the organization's leadership?

How do these compare to your personal values above?

Where are they in or out of alignment?

Is there a clear plan or road map that indicates how these values achieve the organization vision?

3. Demonstrating Ethical Behavior:

"The most important determinant of unethical behavior is behavior of managers." Badenhorst, 1993

In an effort to create an ethical culture, leaders need to:

- Communicate about ethics to their employees
- Recognize one's own behavior and practices, avoid hidden agendas perception
- Encourage ethical behavior
- Practice good people management
- Develop and implement an ethics plan
- Be responsive and deal appropriately and effectively with wrongdoing

Ethics for Everyone Checklist

- Is it legal?
- Does it comply with our rules and regulations?
- Will I be guilt-free if I do it?
- Does it match our stated commitments?
- Would the most ethical person I know do it?
- Would I do it to my family or friends?
- Would I feel OK if someone did it to me?

Suggestions for Areas of Employee Development:

- Define what ethics means to you

- Define what it requires of you as a person
- Who would you turn to, to gather challenge your perceptions?
- Learn the Ethical Decision-Making Framework:
  - Become self-aware of your natural ethical type
  - How do you recognize an ethical issue
  - Get the facts
- Evaluate alternative actions from various ethical perspectives: Utilitarian, Rights, Fairness, Common Good or Virtue
  - Anticipate potential impacts
  - Make a decision
  - Act, then reflect on the decision's impact later

## CHARACTERISTIC 2



“Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.” Jim Kouzes and Barry Posner.

## **What is a Shared Vision?**

A shared vision provides an overarching goal – a statement of what the ideal future looks like. It is a compelling and inspiring image of a desired and possible future.

A vision provides:

- A focus, purpose, and direction. Something we can strive to achieve.
- Serves as an incentive to mobilize assets and resources.
- Communicates the goals.
- Generates enthusiasm and kindles excitement.
- Gives participants the course to tackle issues.
- Fosters creativity by providing the opportunity to think collaboratively in innovative ways.

A shared vision includes common values and beliefs.

Common values and beliefs are the fundamental principles that guide us. They provide a basis for action and communicate expectations for behaviors. They provide:

- Common expectation of how we treat one another.
- Establishes the climate for successful planning.
- Unites individuals with differing perspectives by focusing on their common beliefs and values.
- Establishes a supportive environment for working together collaboratively and creatively.
- Clarifies what is important.
- Provides a framework for assuring congruence between beliefs, plans, and actions.

## **Why create a shared vision?**

I always wanted to be somebody, but I see now I should have been more specific. Lily Tomlin

A shared vision allows individuals and organizations to expend less energy and to maximize output. A clear vision aligns people, passion, resources, and energy in the appropriate direction – allowing organizations to unleash their potential and power.

Without vision, you lack motivation and become negative. You become confused and loose sight of the goals.

Visions communicate a sense of purpose; expresses what is important and why; focuses on the future; reflects the shared values; and uses pictures, images and words to bring the vision to life.

### **Take actions to support and share the vision.**

Communicating the vision is key to instilling a shared meaning and purpose. A leader must share the vision and help others to recognize their role in the vision. A leader makes the vision a way of life, a part of every decision made. A leader must demonstrate in their actions, the vision, the values and the core beliefs.

### **Suggestions for Areas of Employee Development:**

If employee is assigned to lead a project, ask them what the vision is for the project? Coach them through an exercise that they can in turn use with the project team to create a shared vision.



During staff meetings, show your employees by your actions. If there isn't a shared vision for your area, perform a group exercise to create one. Discuss how this fits into the overall organization's vision.

Ask your employees:

- What do we want to create and achieve?
- What is our purpose?
- Who do we serve? Who do we affect?
- What can we offer?
- What is our relationship to the organization?

Ask your employees for input on your actions. Have you as a leader inspired them to share the vision? Have you as a leader been successful at sharing the vision. Ask for suggestions on how you can do a better job. When we give suggestions to others, it often encourages us to make those same changes in our actions.

### CHARACTERISTIC 3



“Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.” Jim Kouzes and Barry Posner.

"Enjoy failure and learn from it. You can never learn from success. I made 5127 prototypes of my vacuum before I got it right. There were 5126 failures. But I learned from each one. That's how I came up with a solution. So I don't mind failure. We're taught to do things the right way. But if you want to discover something that other people haven't, you need to do things the wrong way. Initiate a failure by doing something that's very silly, unthinkable, naughty, dangerous. Watching why that fails can take you on a completely different path. It's exciting, actually." James Dyson, British industrial designer and inventor

"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover." Mark Twain

Challenging the process is a skill all successful leaders must master. While the title suggest it is okay to "fight city hall" this is far from the intention. Challenging the process also does not involve irreverent questions of your superiors or other decision makers.

Challenging the process requires a leader who is self confident and not afraid of what might be. This person becomes energized by the process and opportunity to learn. This leader is a creative thinker who is not willing to be held down by what might go wrong. This is a person who sees the role of a leader as change.

Challenging the process requires a leader to step outside the box and find new opportunities for growth. A successful leader will look for personal growth opportunities that will enhance their skill as a leader. They will seek growth opportunities in their organization and view them as a challenge and chance to show what is possible when creativity and team work are applied. These same managers take a “big picture” view of the world. They are not territorial or selfish and peruse the successes of the organization as their own.

Challenging the process does not involve taking on projects where there is no possibility of success or projects that will be disruptive to the organization. However, challenging the process involves leaders seeking opportunities to improve by taking measured risks. A willingness to take risks that are tolerable to the organization is an important characteristic of these individuals. This is important to be prepared for failure as an inherent component of risk but also to see the benefits to self and organization if failure does occur.

Leaders willing to explore innovative processes are more likely to experience set backs. It is important to view setbacks, or failed projects, as learning opportunities. A leader who successfully challenges the process must be able to take a failure and ask what has been learned in the process. Project post-mortems or after action reviews are essential for this. A good project leader will look for cause and effect for the benefit of learning to improve in the future. Equally important is an open minded to hear critical feedback from the failed attempt without allowing the message to become a personal criticism. Being a person

who looks for innovative ways to operate requires a leader with a “glass half full” attitude.

A successful leader who challenges the process goes to great lengths to find opportunities.

Improving the ability to Challenge the Process requires three focus areas:

**1. Learning from Your Personal Experience**

- Volunteer for assignments that will take you out of your comfort zone
- Accept failure as a learning opportunity
- Focus on process improvement
- Seek best practices
- Conduct after action reviews

**2. Learn from Examples**

- Interview successful process challengers within your organization
- Shadow successful process challengers
- Set personal and professional goals
- Encourage others to try new approaches

**3. Learn from Education**

- Take a class in problem solving
- Take a class in entrepreneurship
- Find a mentor
- Ask “What can I learn from this.”

Leaders who challenge the process view work as an exciting opportunity for self improvement. They seek new and interesting challenges each day and are not willing to let obstacles or failure get in the way. These are leader who are exciting to work with and they engender this same level of

motivation from co-worker. There is no doubt of their commitment to improving organizational and personal outcomes. Most important is that the successful process challenger is not willing to do so at the expense of others or the greater good of the organization.

#### CHARACTERISTIC 4



“Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.” Jim Kouzes and Barry Posner.

Leaders know they can't do it alone. They enable others to act by fostering collaboration, promoting cooperative goals, and building trust in their relationships; they strengthen others by sharing power and discretion. Leaders encourage their employee's to use the word, "we", not "I".

One of the most difficult tasks that new supervisors face is "giving up" control when faced with a critical task. The fact is leaders see their greatest successes through the successes of their employees; "Enabling others to act". A supervisor cannot simply delegate tasks without providing guided leadership. We must put people in a position to be successful and provide them with the necessary resources to obtain positive outcomes. When we enable employees properly, supervisors grow into leaders and employees begin to achieve results that were previously thought to be unattainable.

How do we enable others:

1. Foster Collaboration by promoting cooperative goals and mutual trust.
  - Sustain on-going interaction
  - Emphasis long term payoffs
  - Focus on gains rather than losses
  - Build trusting relationships
2. Strengthen others by sharing power and information
  - Believe in others
  - Develop competence through education
  - Assign critical tasks
  - Offer visible support
  - Make "heroes" of other people



To get your employees thinking about enabling others, ask them these questions:

- Do you develop cooperative relationships among people you work with?
- Do you actively listen to diverse points of view?
- Do you treat others with dignity and respect?
- Do you support decisions that people make on their own?
- Do you give people freedom and choice in deciding how to do their work?
- Do you ensure that people grow in their jobs by learning new skills and developing themselves?

If they answer “no” to any of these, take the opportunity to have open discussions about possibilities for improvement. Point out the benefits of enabling others and give examples of times you enabled others and what positive results you experienced as a result.

#### Suggestions for Areas of Employee Development:

- When faced with a project, suggest that the employee involve people from a variety of functional areas to increase group diversity, and build teamwork and trust. Start small and notice the successes. These small efforts will be excellent learning opportunities and will pay future dividends as projects increase in size and complexity.

- Have the employee assign important tasks to others. The employee will need to assist the process as a coach. Explain to the employee the role of a coach. A coach works with the employee to show them how to apply new skills and behaviors. Coaches also provide constructive feedback, support, and praise.
- People get tasks accomplished through a network of others, both inside and outside of the organization. No one is an expert in all areas of an organization, to be successful we must know who to include as part of the team. The days of “they can struggle and learn just like I did” are gone. Take the opportunity to introduce employees to your network so partnerships continue to form and grow.
- Admit your mistakes and be willing to say, “I don’t know.” This indicates to your employees that there is an opportunity for them to provide you with their thoughts and ideas. It shows that you are open-minded and approachable. It will challenge your employees and open up direct lines of communication. Be willing to discuss their ideas, believe in them ideas and offer your support.

## CHARACTERISTIC 5



“Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.” Jim Kouzes and Barry Posner

“People are happiest when most absorbed in their actions”,  
Mihaly Csikszentmihalyi

Encouraging the heart is a very simple concept which can be summarized in one word - motivation.

Although this concept is simple in its description it is far more difficult to implement. Many leaders have spent endless hours searching for better ways to motivate employees. Many professional researchers have spent countless years examining this elusive concept. From brain wave analysis to laboratory rats searching for a piece of cheese, research on this mystery continues. There have also been many professional motivational speakers who successfully created a comfortable livelihood teaching employee motivation to the masses. The challenge lies in the ability to take this simple concept and make it work.

As you can see, a successful leader must juggle the elusive characteristics of employee motivation with the knowledge that one size does not fit all.

A leader who successfully encourages the heart must understand the individual nature of employees. A leader with fifty subordinates must be careful not to categorize employee motivation by department or job function. Understanding each employee has unique personality will help leaders understand that each person may respond differently to feedback or direction.

Leaders and organizations who encouraging the heart must communicate to all employees importance of values. The organization culture must be communicated to all staff, from the top executive to those directly carrying out the tasks.

To help ensure encouraging of the heart a leader can:

**Set high Standard** – expecting the best in others raises the bar for all.

**Reward Good Performance** – recognition of a job well done will encourage future performance.

**Public Recognition** – sends the message to others that good performance is important. It is important to remember that some individuals may find public recognition embarrassing.

**Give Praise and say Thank You** – a very simple and genuine “good work” or “thank you” is easy and meaningful.

**Use a Variety of Rewards** – creativity and variety is important. Understanding the individuality of staff is critical to making this work.

**Be Spontaneous** – don't wait for a formal staff meeting. Good performance happens all day long.

**Schedule Celebrations** – establishing formal opportunities indicates the importance of performance.

**Be Passionate** – show others you enjoy your work.

When a leader successfully encourages the heart you will feel the passion and excitement. Employee morale will be noticeable and performance will exceed routine. Staff will

know the organizations goals and enjoy working together to achieve them. Encouraging the heart can create a work place that others want to be part of.

Now that you know what needs to be done to encourage the heart it is important to look inside yourself. How good are you at motivating others? If you are not sure of your ability to encourage the heart ask yourself the following questions. Better yet, ask co-workers what they think of your ability to motivate. After all, it is the opinion of the individuals that will decide if your strategy is motivational. These questions may give some insight.

Do I find ways to celebrate accomplishments?

Do I express confidence in people's abilities?

Do I creatively reward people for their contributions?

Do I recognize people's commitment to shared values?

Do I praise people for a job well done?

Do I give appreciation and support to others?

As these questions are answered by yourself and others you will get direction for encouraging the heart. Small steps will result in big improvement in employee motivation. Be open when listening to the answer of these questions, set a plan and encourage others to do the same.

## The Challenge

Although concepts for this handbook were developed through the research of Jim Kouzes and Barry Posner, the challenge that we face is applying these concepts, to grow our employees, and ultimately strengthen the confidence of the citizens of Wisconsin in their Civil Service system.

The existence of the Enterprise Leadership Academy demonstrates the commitment of the State of Wisconsin to develop leadership skills in their employees.

For a few seconds we are going to put aside concepts, ideals, and research and focus on the essence of Leadership and what it truly means.

Each one of the participants in the 2007 ELA program is here because someone believed in them...someone took a chance. They believed in potential and the possibility of what the future may hold.

When we think of the leaders who have impacted our lives we can't help but smile, thinking back on fond memories and in some cases we may even find ourselves fighting back a tear. These people have influenced us in uncommon ways and have left a legacy for us to carry on. They embodied what leadership truly represents without even knowing it.

Now it is our turn. As leaders we must be committed to develop and grow future leaders. It is our turn to believe in the potential of others and take a chance...challenge yourself!