

Learning Leadership

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ADS740: Leadership in a Global Society

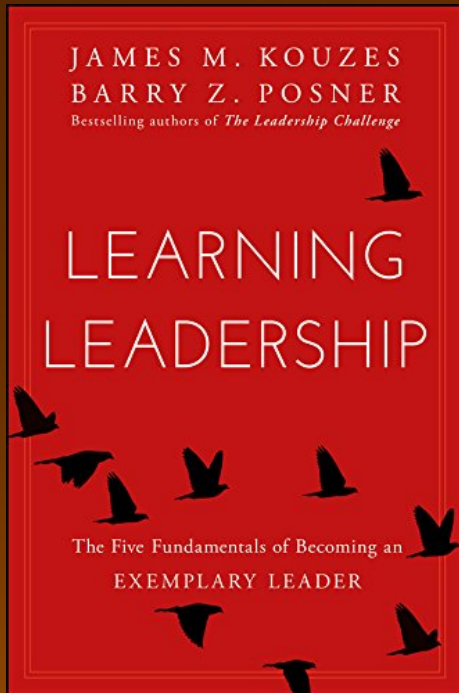
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Dr. Smith

Learning Leadership (2016)

Kouzes & Posner



- Framework of five leadership practices outlined as necessary for growth and development:
 - Model the Way
 - Inspire a Shared Vision
 - Challenge the Process
 - Enable Others to Act
 - Encourage the Heart
- Each fundamental practice has a dedicated section with multiple chapters summarizing the key points
- The authors provide self-coaching actions the reader can implement to become an “exemplary leader”

Kouzes & Posner on Leadership

"The work has to matter to you so that the progress feels meaningful.

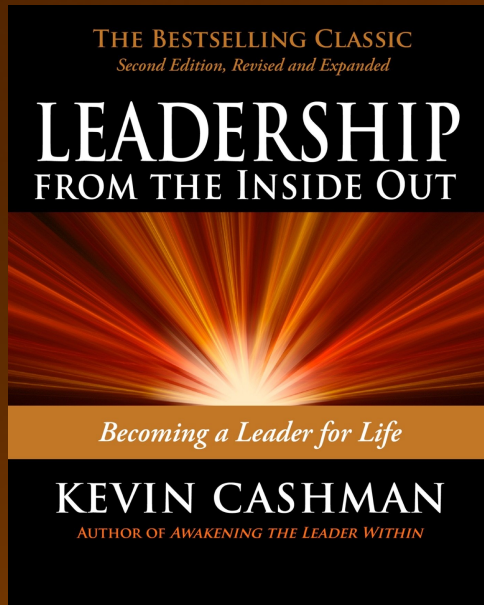
Making headway on stuff that you don't care about doesn't increase your motivation, engagement, or sense of fulfillment" (Kouzes & Posner, 2016, p. 206).

- Lifelong learning is vital for everyone, regardless of their current career or desired position.
 - Individuals should always be **learning** and **practicing** their leadership skills in order to become stronger, more effective and empathetic leaders.
- Work should be meaningful and practice should be intentional in order to get the most out of your leadership position.



Leadership from the Inside Out (2017)

Kevin Cashman

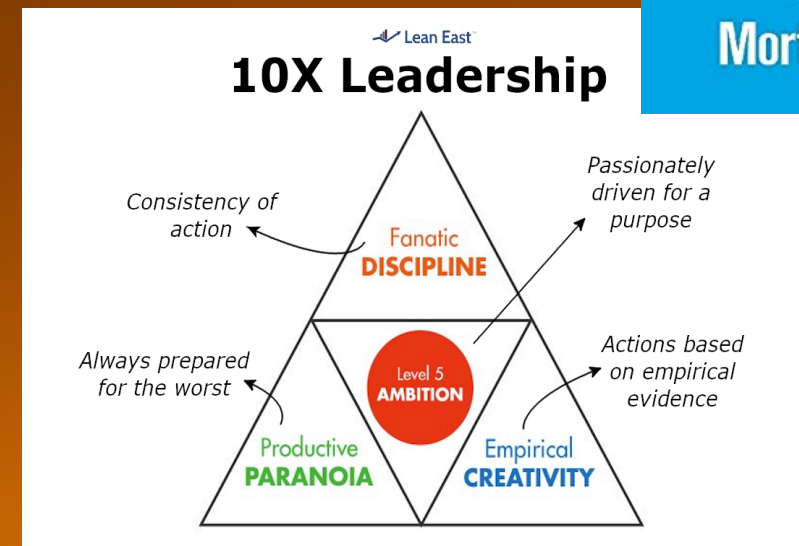
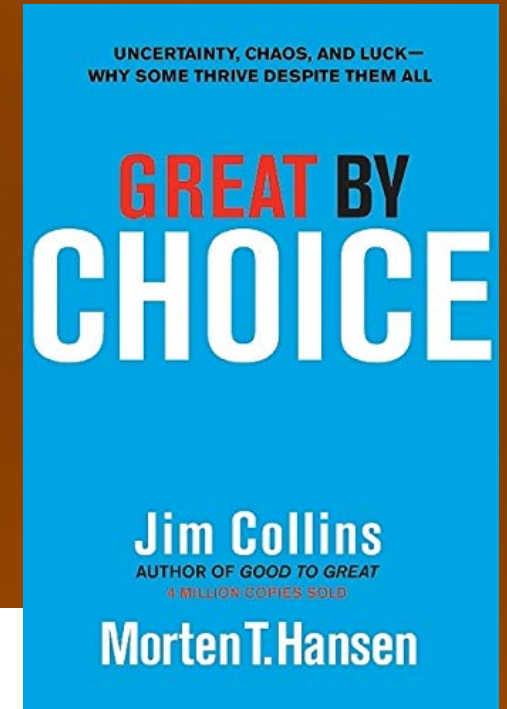


- Active reflection format with suggestions for improving your own leadership experiences
- Strategies for all stages of leadership development
- Effective leadership depends on ongoing, purposeful internal development. You should always learn new strategies and try to develop into stronger, more impactful leaders

Great By Choice (2011)

Jim Collins

- Outlines dynamic practices and traits that combine to create what Collins considers the strongest and most beneficial leadership style - 10X Leadership
 - Includes examples of individuals exemplifying the leadership traits of Fanatic Discipline, Productive Paranoia, and Empirical Creativity
- Highlights areas for leadership growth and development



Three Ideas from Kouzes & Posner for Leadership Growth



“People want to follow a meaningful purpose, not simply do some work in exchange for cash. If you want to lead others, you have to put principles and purpose ahead of everything else. The larger mission is what calls everyone, leader and constituent alike, forward. It’s what gives significance to the hard work required to do anything extraordinary.

Meaningful work is vital to full engagement”
(Kouzes & Posner, 2016, p. 23).

“Not surprisingly, empathy and learning are positively related. Your ability to understand others, walk in their shoes, adopt their perspectives, and be open-minded and nonjudgmental about others’ experiences improves critical-thinking skills. It also fosters insight, discourages hasty problem identification, discourages rigidity, encourages flexibility, and reduces stress.

All of these benefits are welcome in any setting, but empathy becomes an even more valuable skill as the workplace becomes more global” (Kouzes & Posner, 2016, p. 148).



“It doesn’t matter how you learn. What matters is that you *do more of* whatever learning tactic works best for you. Clearly linked to becoming a better leader is becoming a better learner.

The best leaders are the best learners”
(Kouzes & Posner, 2016, p. 47).

Connection To Doctoral Standards

Standard One

An organizational leader facilitates the development, articulation, implementation and stewardship of a vision that is shared and supported by stakeholders in the organization.

Standard Four

An organizational leader actively seeks to build the capacity of the organization in order to solve local, national, and global problems through education, training, mobilization of human and community resources, and collaboration with external organizations.

Sources

References

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Images

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