

PILOT ACADEMY | NOAC 2018



FLIGHT PLAN

PREPARING FOR TAKE-OFF

"Our doubts are traitors and make us lose the good we oft might win by fearing to attempt." ~William Shakespeare

Through 25 years of research, Kouzes and Posner have identified what people "most look for and admire in a leader, someone whose direction they would willingly follow."

These four characteristics are the most common: HONEST, FORWARD LOOKING, COMPETENT, and INSPIRING

Kouzes and Posner published *The Leadership Challenge* and the five practices: Challenge the Process, Inspire a Shared Vision, Enable Others to Act, Model the Way, and Encourage the Heart

Definition of the leadership challenge: how leaders mobilize others to want to make extraordinary things happen in organizations.

Their two laws of leadership:

1: If you don't believe in the messenger, you won't believe the message.

2: You build a credible leadership foundation when you DO WHAT YOU SAY YOU WILL DO.

PILOT LICENSE

The ***FIVE PRACTICES OF EXEMPLARY LEADERSHIP*** are based on the work of James Kouzes and Barry Posner. They have researched thousands of leaders in many countries to determine these five best practices of leadership. This portion of NOAC will help you determine which of these leadership practices are strengths for you, and which ones you may want spend some time on.

Rank the following practices on the following page.

1=This is my top practice without a doubt. 5= This is definitely the practice I have to work on to strengthen. It is probably best to pick your #1 and your #5 and then pick 2, 3, then 4. There can be no ties. Read the descriptor statements and then begin ranking.

Model the Way

- I try to set the example by showing my actions align with my values.
- I know my values, present them all of the time, and others can see them.
- I like to break projects into steps.
- The group values and rules are important to me.
- Group goals and ethics are things we need to attend to.

Inspiring a Shared Vision

- I can usually see the future of our group and all of the possibilities.
- It is easy for me to recruit people to work toward our common vision.
- I can create a picture of the future for the group to rally behind.
- I am pretty good and getting others to support my cause,
- My communication styles work to show a positive outlook,
- I am described and charismatic and enthusiastic about possibilities.

Challenge the Process

- I like to experiment; I am comfortable with the risk of things not working.
- I think there is always a better way to innovate and make it all work.
- My attitude is about what we learned if something fails.
- I like a challenge and tests of my skills are fun.
- New ideas and improvements excite me.
- I am always the one that says, "why are we doing it that way?"

Enabling Others to Act

- Collaboration through trust is vital for relationships.
- I like to strengthen, encourage, and help others see their potential.
- I like to let others make their own decisions.
- I like to involve others in the plans of the group.
- I treat others with respect.
- I like to help others feel a sense of ownership in the project.

Encouraging the Heart

- I recognize others accomplishments in ways that are special to them.
- I love to celebrate our values and wins, through a sense of community.
- I typically talk about great work we (the group) have done versus my work.
- I like to say thanks and show a lot of appreciation to team members.
- I look for things to celebrate about our group or our work.
- I think the mini-goals are as important as the big goal.

Strongest



1:

2:

3:

4:

**Needs Most
Improvement**

5:

The Road Not Taken

BY ROBERT FROST

Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;
Though as for that the passing there
Had worn them really about the same,

And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.

WHAT CAN WE TRULY CONTROL?



The decisions and choices we make

RESILIENCE is the capacity to recover quickly, toughness, ability to spring back into shape, elasticity.

Tweet 2 things about this activity and use #OAPILOT18:

- Was your personal best the deciding point when choosing to be a leader, or did it occur after you decided to be a leader.
- Are you a leader due to your activity, what you think about being a leader, what you do as a leader, or what it means to be a leader.

Recall their two laws of leadership:

1: If you don't believe in the messenger, you won't believe the message.

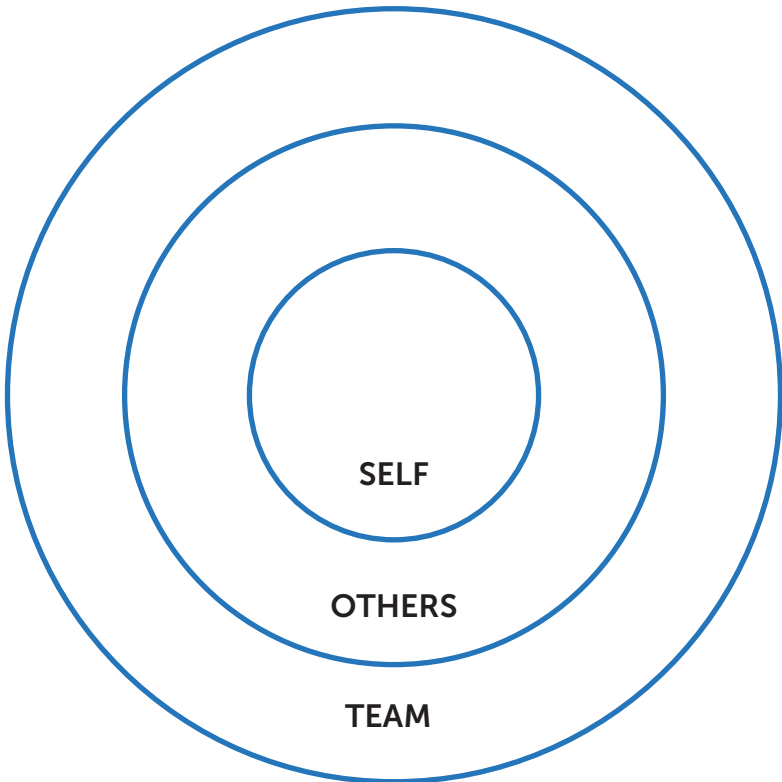
2: You build a credible leadership foundation when you **DO WHAT YOU SAY YOU WILL DO.**

Believe in yourself, and do what you say you will do, and you will MODEL THE WAY.

LAYOVER 2: INSPIRE A SHARED VISION

As a result of this layover, you will:

- Identify various aspects about their leadership, strengths, and roles
- Understand how inspiration is about connections and appealing to the commonalities we share.



LAYOVER 3: CHALLENGE THE PROCESS

As a result of this layover, you will:

- Understand how challenging the process produces positive outcomes
- Understand groupthink
- Apply challenging the process in an OA context



Leaders are people who:

- Search out opportunities
- Are willing to take risks
- See mistakes as opportunities to learn
- Are prepared to meet challenges

GROUPTHINK *is the practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility.*

KOOSH BALL RULES:

1. Sit in groups of 3-4.
2. Everyone in the group must touch the Koosh ball only once.
3. You can't pass the Koosh ball to someone seated in your group.

If a change is not considered, is it really against organizational policy, procedure, or rules? Or has it just become the way the organization behaves?

Reflect on your personal leadership experiences. Write down situations or times you could START, STOP, and CONTINUE to challenge the process:

START:

STOP:

CONTINUE:

As a leader, you must not only meet challenges; you must CHALLENGE THE PROCESS.

LAYOVER 4: ENABLE OTHERS TO ACT

As a result of this layover, you will:

- Understand how trust and collaboration work together
- Discover how to realize others strengths and competencies
- Create a plan to accomplish a difficult task

“A grand dream doesn’t become a significant reality through the actions of a single person.”



Leaders are people who:

- Stress cooperation.
- Build relationships.
- Make others feel included, important, and influential.
- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

MAGIC CARPET RULES:

1. Turn the magic carpet over
2. No one can step off the magic carpet
3. Must flip magic carpet over without anyone stepping off.

LAYOVER 5: ENCOURAGE THE HEART

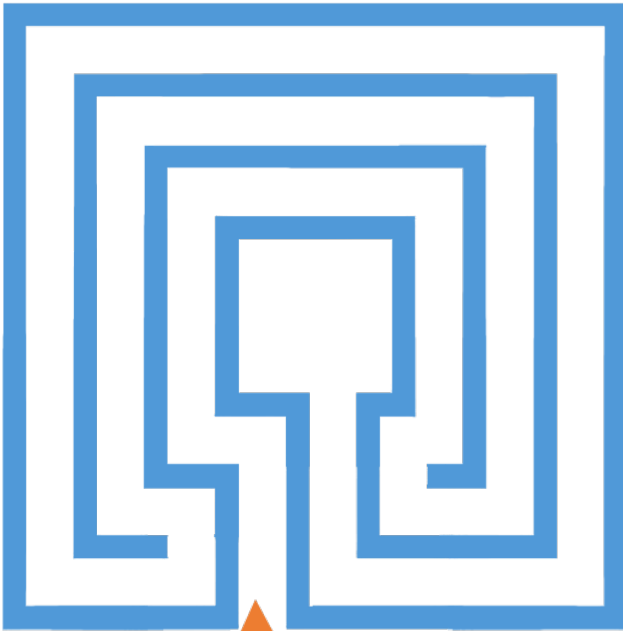
As a result of this layover, you will:

- Identify how your talents and strengths contribute to leadership.
- Distinguish the talents and strengths of others.
- Explain how all five practices are exemplified in connecting with others at a deeper level.

LOVE ONE ANOTHER.

Leaders are people who:

Recognize and value the talents, strengths, and contributions of those they work with.



Reflect on yourself
as a leader

Think about
other leaders

Are you ready for takeoff?

SOURCE:

Kouzes, J. M. & Posner, B. Z. (2012) *The Leadership Challenge*. (5th ed.) San Francisco, CA: Wiley

***THE FIVE PRACTICES
OF EXEMPLARY LEADERS:***

- **MODEL THE WAY**
- **INSPIRE A SHARED VISION**
- **CHALLENGE THE PROCESS**
- **ENABLE OTHERS TO ACT**
- **ENCOURAGE THE HEART**