

Judicial Leaders in Climate Science - Mar. 2022

Transformational Leadership

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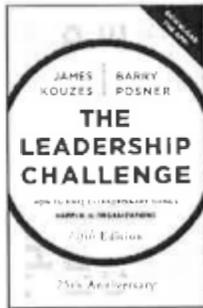
**Review of Session from
Previous Day**

Learning Objectives

1. Describe the 5 transformational leadership practices
2. Assess your own leadership practices
3. Design a plan to develop your transformational leadership practices



Five Leadership Practices



About the Leadership Challenge Research



Leadership Practices

Definition of Leadership

The art of mobilizing others to want to struggle for shared aspirations

Leadership Practices

Research

Observation of people with leadership responsibilities – more than 3,000 cases

Interviews with 1,300 managers who described their personal bests as leaders

Leadership Practices

Results

Consistent pattern of leader behavior that created extraordinary results



Extraordinary Results

these leader behaviors result in . . .

1. Meeting job-related demands
2. Effectively representing their units to upper management
3. Creating higher performance teams



Extraordinary Results

these leader behaviors result in . . .

4. Fostering loyalty and commitment
5. Increasing motivational levels & willingness to work hard
6. Possessing high degrees of personal credibility
7. Reducing absenteeism and turnover



Leadership Practices

- Purpose of Leadership Practices Training
 - “Liberate the leader in everyone”
- Leadership development = Self-development

The Leadership Challenge

James Kouzes and Barry Posner



UNR TEDx

Barry Posner

<https://www.youtube.com/watch?v=3cpLFFZsbWY>



The Leadership Practices



5 Leadership Practices (MICEE)

1. Modeling the way
2. Inspiring a shared vision
3. Challenging the process
4. Enabling others to act
5. Encouraging the heart

1. Model the Way



1. Model the Way

- Clear about their own values and demonstrate those to others
- Set example
- Follow through on promises or commitments



1. Model the Way

- 4. I set an example of what is expected.
- 9. I ensure that people adhere to agreed-on standards.
- 14. I follow through on the promises and commitments.
- 19. I am clear about my "philosophy" of leadership
- 24. I ensure that goals and milestones are set.
- 29. I make progress toward goals one step at a time.

2. Inspire a Shared Vision



2. Inspire a shared vision

- > Create a compelling vision to guide others' behaviors
- > Able to visualize positive outcomes and communicate them to others
- > Listen to the dreams of others and show them how they can be realized



2. Inspire a Shared Vision

- 2. I talk about future trends.
- 7. I describe a compelling image of the future.
- 12. I appeal to others to share a dream of the future.
- 17. I show others how their interests can be realized.
- 22. I am enthusiastic and positive about the future.
- 27. I speak with conviction about the meaning of work.

3. Challenge the process



3. Challenge the process



- Willing to change the status quo – innovate, grow, improve, experiment, try new things
- Willing to take risks – one step at a time, learning from mistakes

3. Challenge the Process

- 1. I seek out challenging opportunities.
- 6. I challenge people to try out new approaches.
- 11. I look outside the organization for ways to improve.
- 16. I ask, "What can we learn from this?"
- 21. I experiment and take risks.
- 26. I take the initiative to overcome obstacles.

4. Enable Others to Act



4. Enable Others to Act

- Build trust and promote collaboration
- Listen to diverse viewpoints
- Treat others with respect
- Allow others to make choices and support them



4. Enable Others to Act

- 3. I develop cooperative relationships.
- 8. I listen to diverse viewpoints.
- 13. I treat people with dignity and respect.
- 18. I support others' decisions.
- 23. I let people chose how to do their work.
- 28. I ensure that people grow in their jobs.

5. Encourage the heart



5. Encourage the heart



- Rewarding others for their accomplishments
- Authentic celebrations

5. Encourage the heart

- 5. I praise people for a job well done.
- 10. I express confidence in people's abilities.
- 15. I creatively reward people for their contributions.
- 20. I recognize people for commitment to shared values.
- 25. I find ways to celebrate accomplishments.
- 30. I give team members of the team appreciation and support.

Authentic Frequency

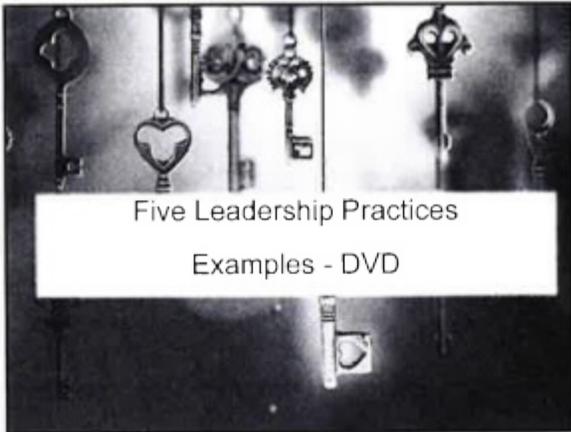
The more frequently people engage in these practices, the more likely it is that they are effective as leaders.

Success requires authentic frequency.



5 Leadership Practices (MICEE)

1. Modeling the way
2. Inspiring a shared vision
3. Challenging the process
4. Enabling others to act
5. Encouraging the heart



Five Leadership Practices
Examples - DVD

Group Results

	Mean	Rank
Model the way	51	1
Inspire a Shared Vision	47	3
Challenge the Process	48	2
Enable to others to act	51	1
Encourage the heart	51	1

Typical Group Results

	Mean		Rank	
	Prior	This	Prior	This
Model the way	47		2	
Inspire a Shared Vision	43		4	
Challenge the Process	46		3	
Enable to others to act	49		1	
Encourage the heart	46		3	

LPI Self-Assessments



Leadership Practices Inventory Results



Make a Plan

Leadership Practices Inventory

- > 6 behaviors for each of the 5 practices (MICEE) ⇨ 30 behaviors
- > To what extent do you engage in each of the behaviors on a scale of 1 (almost never) to 10 (almost always)
- > Per practice, maximum of 60 points (six questions per practice, with a max of 10 points)

Analyzing Your LPI

- > Review scored LPI.
- > Determine which practices you are engaging in the most



Analyzing Your LPI

1. Review the practices on which you scored yourself lower.
2. Which behaviors within the practice contributed to the lower score?



example

LPI Results - Example

Modeling the Way	52	54
Inspiring a Shared Vision	44	54
Challenging the Process	50	54
Enabling Others to Act	38	
Encouraging the Heart	48	

guideways to celebrate accomplishments

6 Items for Enabling Others to Act

Question 13: Example score 8/10
I treat others with dignity and respect.

Question 18: Example score 7/10
I support the decisions people make on their own.

~~Inspire Shared Vision~~ Challenge the Process

- seek out challenging activities
- visiting opportunities
- program development

~~Challenge the Process~~ Inspire a Shared Vision

- talk about future trends
- appeal to others to share a dream of the future.

6 Items for Enabling Others to Act

3. Question 23: Example score 8/10
I let people choose how to do their work.

4. Question 28: Example score 8/10
I ensure that people grow in their jobs.

Speak more about future of the Court + engage w/ more opportunities

6 Items for Enabling Others to Act

5. Question 3: Example score of 4/10
I develop cooperative relationships.

6. Question 8: Example score of 3/10
I listen to diverse viewpoints.

Enabling Others to Act

Example

TOTAL score for Enabling Others to Act

Sum of the six scores

$$8+7+8+8+4+3 = 38$$

Enabling Others to Act

Which, in this example, is the *lowest* of all the scores in this practice? Which behavior?

Question 8 with a score of 3/10:

I listen to diverse viewpoints.

Make a Plan

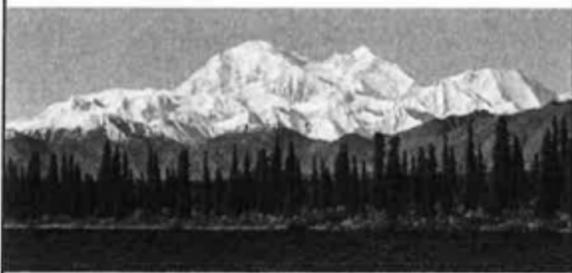
- > Make a plan for more frequently engaging in the behaviors with the lowest scores.
- > Write below the behavior what you plan to do (in a single statement if possible).
- > What will you do, specifically? Behavior changes?
- > Provide a completion date

Setting Objectives

Dyads. 5 minutes. Share your results and your plan with a partner!

- > Which practice(s) will you focus on?
- > Within each of the practices, which behavior(s) will you focus on?
- > What will you do, specifically? Behavior changes?

About Inspiring a Shared Vision



Kouzes and Posner (Pre-course Reading)

To lead, create a shared vision

1. Only 3% of a business leader's time is spent envisioning and enlisting
2. How to carve out time from operational demands

Kouzes and Posner

To lead, create a shared vision

3. Leaders struggle most with communicating an image of the future and draw others in (see our results)
4. The best way to lead people in the future is to connect with them deeply in the present. The only visions that take hold are shared visions.

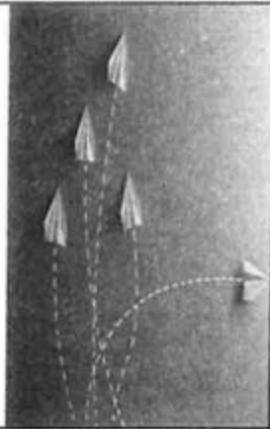
Recall!
What People Value in Their Leaders

- | | |
|-----------------------|-----------------------|
| > 88% Honest | > 42% Fair-minded |
| > 71% Forward-looking | > 40% Broad-minded |
| > 66% Competent | > 35% Supportive |
| > 65% Inspiring | > 34% Straightforward |
| > 47% Intelligent | > 33% Dependable |

THE LEADERSHIP CHALLENGE 25 (2002)

Commitment to Change

- > Commit to your plan for change.
- > Call on me, The National Judicial College, or the Environmental Law Institute at any time with questions.
- > We're here to help.



Leadership - Readings

- Bass, Bernard M. & Riggio, Ronald E.
"Transformational Leadership"
- Kouzes, James & Posner, Barry "The Leadership Challenge"
- Kouzes, James & Posner, Barry "Learning Leadership"
- Kouzes, James & Posner, Barry "The Leadership Practices Inventory"
- Northouse, Peter "Leadership – Theory and Practice"

Leadership Challenges

Look for ways to enjoy the journey!