

# Contents

**Introduction:** Making Extraordinary Things  
Happen in Organizations 1

**1 When Leaders Are at Their Best 9**

*The Five Practices of Exemplary Leadership—Leadership  
Is a Relationship—Putting It All Together: Credibility  
Is the Foundation*

**PRACTICE 1**  
**MODEL THE WAY 41**

---

**2 Clarify Values 43**

*Find Your Voice—Affirm Shared Values*

---

<b>3</b>	<b>Set the Example</b>	<b>71</b>
	<i>Live the Shared Values—Teach Others to Model the Values</i>	
<b>PRACTICE 2</b>		
<b><u>INSPIRE A SHARED VISION</u></b>		<b><u>99</u></b>
<b>4</b>	<b>Envision the Future</b>	<b>101</b>
	<i>Imagine the Possibilities—Find a Common Purpose</i>	
<b>5</b>	<b>Enlist Others</b>	<b>127</b>
	<i>Appeal to Common Ideals—Animate the Vision</i>	
<b>PRACTICE 3</b>		
<b><u>CHALLENGE THE PROCESS</u></b>		<b><u>155</u></b>
<b>6</b>	<b>Search for Opportunities</b>	<b>157</b>
	<i>Seize the Initiative—Exercise Oversight</i>	
<b>7</b>	<b>Experiment and Take Risks</b>	<b>185</b>
	<i>Generate Small Wins—Learn from Experience</i>	
<b>PRACTICE 4</b>		
<b><u>ENABLE OTHERS TO ACT</u></b>		<b><u>213</u></b>
<b>8</b>	<b>Foster Collaboration</b>	<b>215</b>
	<i>Create a Climate of Trust—Facilitate Relationships</i>	

---

**9 Strengthen Others** **241**

*Enhance Self-Determination—Develop Competence and Confidence*

**PRACTICE 5**  
**ENCOURAGE THE HEART** **271**

---

**10 Recognize Contributions** **273**

*Expect the Best—Personalize Recognition*

**11 Celebrate the Values and Victories** **301**

*Create a Spirit of Community—Get Personally Involved*

**12 Leadership Is Everyone's Business** **329**

*Look to Leaders Everywhere—Know How Important You Are—Practice—Reflect—Remain Humble and Human—Seize the Moment—Remember the Secret to Success in Life*

Notes	347
Acknowledgments	375
About the Authors	379
Index	383