

ALLY FOR THE UNSTOPPABLE  
ALLY FOR BUSINESS  
*ALLY FOR LIFE*



# The Five Leadership Practices

## *An Overview*



SMU | COX

# In This Session

## Overview of SMU Cox & Executive Education

- An Overview of The Five Leadership Practices
- Fundamentals of Management
- Transformational Leadership

## Registration Process

## Key Contacts

## Q&A



# The SMU Cox Advantage



- Celebrating 100 years of business education
- Integral part of the business community
- Proven instructors
- True & tested content
- Commitment to leadership development & performance
- Collaborative working method with companies & individuals to assure success
- High value investment in leadership development



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EXECUTIVE EDUCATION

# The SMU Cox Difference: Our Approach

- Training business leaders
- Incorporating principles & techniques of adult learning including:
  - ✓ Reflection
  - ✓ Active participation
  - ✓ Sharing experiences
  - ✓ Variety of learning methods
  - ✓ Instructor credibility, humility, & respect



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# Why SMU Cox Executive Education?

- Expert, engaging faculty who are leaders in their fields
- Relevant content based on the latest research
- Innovative tools you can put to work today
- Collaboration & networking with diverse colleagues
- Safe & challenging learning environment to think & test new ideas



# The Five Leadership Practices

## *An Overview*



## Jeff Strese

COX Executive Education Instructor

Former Chief Human Resources Officer, SMU

# The Five Leadership Practices

“The art of mobilizing others  
to want to struggle for shared  
aspirations.”

~Jim Kouzes and Barry Posner



# The Five Leadership Practices

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart



# Model the Way

## **Commitments:**

- Find your voice by clarifying your personal values
- Set the example by aligning actions with shared values

# Model the Way

## **Behaviors:**

- Sets a personal example of what is expected
- Makes certain that people adhere to agreed-on standards
- Follows through on promises and commitments
- Asks for feedback on how his/her actions affect people's performance
- Builds consensus around organizational values
- Is clear about his/her philosophy of leadership

# Model the Way

## Who would you willingly follow?

- Current or former supervisor
- Teacher, coach, team leader or mentor
- Inspirational person you have not personally met
- Family member

# Inspire a Shared Vision

## **Commitments:**

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

# Inspire a Shared Vision

## **Behaviors:**

- Talks about future trends influencing our work
- Describes a compelling image of the future
- Appeals to others to share dream of the future
- Shows others how their interests can be realized
- Paints “big picture” of group aspirations
- Speaks with conviction about the meaning of work

# Inspire a Shared Vision



**Wilma Mankiller**  
**Chief of the Cherokee Nation**  
**1985-2005**

**“The single most important attribute of leadership is having a positive attitude and being forward-thinking.**

**Being able to help people look to the future with faith, hope and optimism.”**

# Challenge the Process

## **Commitments:**

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

# Challenge the Process

## Behaviors:

- Seeks challenging opportunities to test skills
- Challenges people to try new approaches
- Searches outside the organization for innovative ways to improve
- Asks, “What can we learn?”
- Make certain that goals, plans, and milestones are set
- Experiments and take risks

# Challenge the Process



# Enable Others to Act

## **Commitments:**

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

# Enable Others to Act

## **Behaviors:**

- Develops cooperative relationships
- Actively listens to diverse points of view
- Treats others with dignity and respect
- Supports decisions other people make
- Gives people choice about how to do their work
- Ensures that people grow in their jobs

# Enable Others to Act



**Mike Abrashoff**  
**Retired Commander**  
**USS Benfold**

**“The key to being a successful skipper is to see the ship through the eyes of the crew.**

**Only then can you find out what’s really wrong and, in so doing, help the Sailors empower themselves to fix it.”**

# Encourage the Heart

## **Commitments:**

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

# Encourage the Heart

## **Behaviors:**

- Praises people for a job well done
- Expresses confidence in people's abilities
- Creatively rewards people for their contributions
- Recognizes people for commitment to shared values
- Finds ways to celebrate accomplishments
- Gives team members appreciation and support

# Encourage the Heart



**Richard Branson**  
**Founder of Virgin**

**“You shouldn’t be looking for people slipping up, you should be looking for all the good things people do and praising those.”**

# Program Overview & Background



**Who teaches in the program?  
What methods of teaching do they use?**

# Faculty

- Full-time and Part-time SMU Cox Faculty
- Affiliate Facilitators

All are experts in the particular topic they are teaching.

# Multi-Modality Learning

- Pre-Reading
- Cases and Stories
- Application Exercises
- Group Work
- Simulation
- Demonstration
- One to One Interaction
- Individual Reflection
- Video components

# Program Overview & Background



**What can I expect to learn from the program?  
What will I be able to apply right away?**

# Fundamentals of Management

1. Improve your overall management skills and establish an approach that works for you
2. Enhance your capacity to grow as a manager and to develop others
3. Gain a positive approach to people and problem solving
4. Learn to implement strategies from evidence-based research on today's most valued management topics
5. Create and execute an actionable development plan that helps you grow

# Transformational Leadership

1. Improve your leadership skills, establishing a style that works for you
2. Enhance capacity to understand and implement change
3. Gain a positive approach to leading people and enhance your value to the organization
4. Learn to implement strategies from evidence-based research on today's most valued leadership topics
5. Create and execute an actionable development plan that addresses your unique needs

# Who Should Apply?



## **Fundamentals of Management**

- Managers
- Engineering and IT managers
- Individuals targeted for promotion

## **Transformational Leadership**

- Director Level and Above
- Succession Candidates
- Want to take their Leadership to the next level



# Management & Leadership

## Fundamentals of Management

- These 10 sessions will equip you with the right mindset and skillset to be an exceptional manager.
- Key Dates: September 15 – November 17

## Transformational Leadership:

- In 10 sessions, this dynamic leadership development course will transform your leadership vision and approach from the inside out.
- Key Dates: September 8– November 10

## Cox Leadership Academy

- The Cox Leadership Academy is a 6-month program that provides learning experiences and support (through executive and peer coaching) to grow the skills and business acumen needed to successfully fulfill the role of a senior leadership team member or enterprise level leader
- Key Dates: Sept 15-17, Nov 10-12, Feb 2-4, & March 20 – April 1, 2021



# Fall 2020 Program Calendar

<b>September</b>	9/8: Transformational Leadership 9/14: Rising Latino Leaders 9/15: Fundamentals of Management 9/15: Cox Leadership Academy (Sept 15-17, Nov 10-12, Feb 2-4, March 30 -April 1)
<b>October</b>	10/1: Leading Organization Change: A Simulation 10/5: Women in Leadership Program 10/6: Master Negotiation
<b>November</b>	11/2 Mergers & Acquisitions 11/10: Building the Intelligent Enterprise
<b>Year-Round</b>	Custom Programs designed in collaboration with companies specifically to meet the needs of their business objectives.

# Additional Questions? Connect with Us.

## *Open Forum Q&A*



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