

# THE LEADERSHIP CHALLENGE

FIFTH EDITION

How to Make Extraordinary Things  
Happen in Organizations

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2012



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## What People Look For and Want from Their Leaders

To better understand leadership as a relationship, we investigated the expectations that constituents have of leaders. We asked people to tell us the personal traits, characteristics, and attributes they look for and admire in a person whom they would be *willing* to follow. The responses both affirm and enrich the picture that emerged from studies of personal leadership bests.

We began this research on what constituents expect of leaders more than thirty years ago by surveying thousands of business and government executives. Several hundred different values, traits, and characteristics were identified in response to the *open-ended* question about what they looked for in a person they would be willing to follow.<sup>13</sup> Subsequent content analysis by several independent judges, followed by further empirical analyses, reduced these items to a list of twenty characteristics (each grouped with several synonyms for clarification and completeness).

From this list of twenty characteristics, we developed the Characteristics of Admired Leaders checklist. It has been administered to well over one hundred thousand people around the globe, and the results are continuously updated. This one-page survey asks respondents to select the seven qualities, out of twenty, that they “most look for and admire in a leader, someone whose direction they would willingly follow.” The key word in this statement is *willingly*. What do they expect from a leader they would follow, not because they have to, but because they want to?

The results have been striking in their regularity. Over the years, wherever this question is asked, it’s clear, as the data in Table 1.2 illustrate, that there are some essential “character tests” an individual must pass before others are willing to grant the designation *leader*.

**TABLE 1.2** Characteristics of Admired Leaders**Percentage of Respondents Selecting  
Each Characteristic**

<b>Characteristic</b>	<b>1987</b>	<b>1995</b>	<b>2002</b>	<b>2007</b>	<b>2012</b>
HONEST	83	88	88	89	89
FORWARD- LOOKING	62	75	71	71	71
COMPETENT	67	63	66	68	69
INSPIRING	58	68	65	69	69
Intelligent	43	40	47	48	45
Broad-minded	37	40	40	35	38
Fair-minded	40	49	42	39	37
Dependable	33	32	33	34	35
Supportive	32	41	35	35	35
Straightforward	34	33	34	36	32
Cooperative	25	28	28	25	27
Determined	17	17	23	25	26
<i>Courageous</i>	27	29	20	25	22
Ambitious	21	13	17	16	21
Caring	26	23	20	22	21
Loyal	11	11	14	18	19
Imaginative	34	28	23	17	16
Mature	23	13	21	5	14
Self-Controlled	13	5	8	10	11
Independent	10	5	6	4	5

Note: These percentages represent respondents from six continents: Africa, North America, South America, Asia, Europe, and Australia. The majority of respondents are from the United States. Because we asked people to select seven characteristics, the total adds up to more than 100 percent.

Although every characteristic receives some votes, meaning that each is important to some people, what is most evident and striking is that over time, four, and only four, have always received more than 60 percent of the votes (with the exception of Inspiring in 1987). And these same four have consistently been ranked at the top *across different countries*.<sup>14</sup>

What people most look for in a leader (a person whom they would be willing to follow) has been constant over time. And our research documents that this pattern does not vary across countries, cultures, ethnicities, organizational functions and hierarchies, genders, levels of education, and age groups. For people to follow someone willingly, the majority of constituents believe the leader must be

- Honest
- Forward-looking
- Competent
- Inspiring

These investigations of desired leader attributes demonstrate consistent and clear relationships with what people say and write about their personal-best leadership experiences. The Five Practices of Exemplary Leadership and the behaviors of people whom others think of as exemplary leaders are complementary perspectives on the same subject. When they're performing at their peak, leaders are doing more than just getting results. They're also responding to the expectations of their constituents.<sup>15</sup>

As the themes of being honest, forward-looking, competent, and inspiring, are woven into the subsequent chapters on The Five Practices, you'll see in more detail how exemplary leaders respond to the expectations of their constituents. For example, leaders cannot

Model the Way without being seen as honest. The leadership practice Inspire a Shared Vision involves being forward-looking and inspiring. When leaders Challenge the Process, they also enhance the perception that they're dynamic and competent. Trustworthiness, often a synonym for honesty, plays a major role in how leaders Enable Others to Act, as does the leader's own competency. Likewise, leaders who recognize and celebrate significant accomplishments—who Encourage the Heart—show inspiration and positive energy, which increases their constituents' understanding of the commitment to the vision and values. When leaders demonstrate capacity in all of The Five Practices, they show others they have the competence to make extraordinary things happen.

## **PUTTING IT ALL TOGETHER: CREDIBILITY IS THE FOUNDATION**

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The top four characteristics—honest, forward-looking, competent, and inspiring—have remained constant in the ever-changing and turbulent social, political, and economic environment of the past thirty years. The relative importance of each has varied somewhat over time, but there has been no change in the fact that these are the four qualities people want most in their leaders. Whether they believe that their leaders are true to these values is another matter, but what they would like from them has remained the same.

These four consistent characteristics are descriptively useful in and of themselves—but there's a more profound implication revealed by these data. Three of these four key characteristics make up what communications experts refer to as “source credibility.” In assessing the believability of sources of communication—whether news

reporters, salespeople, physicians, or priests; whether business managers, military officers, politicians, or civic leaders—researchers typically evaluate them on three criteria: their perceived *trustworthiness*, their *expertise*, and their *dynamism*. People who are rated more highly on these dimensions are considered by others to be more credible sources of information.<sup>16</sup>

Notice how remarkably similar these three characteristics are to the essential leader qualities of being honest, competent, and inspiring—three of the top four items continually selected in surveys. Link the theory to the data about admired leader qualities, and the striking conclusion is that people want to follow leaders who are, more than anything, credible. *Credibility is the foundation of leadership*. Constituents must be able, above all else, to believe in their leaders. For them to willingly follow someone else, they must believe that the leader's word can be trusted, that she is personally passionate and enthusiastic about the work, and that she has the knowledge and skill to lead.

Constituents also must believe that their leader knows where they're headed and has a vision for the future. An expectation that their leaders be *forward-looking* is what sets leaders apart from other credible individuals. Compared to other sources of information (for example, journalists and TV news anchors), leaders must do more than be reliable reporters of the news. Leaders make the news, interpret the news, and make sense of the news. Leaders are expected to have a point of view about the future and to articulate exciting possibilities. Constituents want to be confident that their leaders know where they're going.

Even so, although compelling visions are necessary for leadership, if you as a leader are not credible, the message rests on a weak and precarious foundation. You must therefore be ever diligent in guarding your credibility. Your ability to take strong stands,

challenge the status quo, and point to new directions depends on your being highly credible. You can never take your credibility for granted, regardless of the times or of your expertise or authority. If you ask others to follow you to some uncertain future—a future that may not be realized in their lifetime—and if the journey is going to require sacrifice, isn't it reasonable that constituents should believe in you?

The consistency and pervasiveness of these findings about the characteristics of admired leaders—people who would be willingly followed—are the rationale for **The Kouzes-Posner First Law of Leadership:**

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

When we've surveyed people about the extent to which their immediate manager exhibited credibility-enhancing behaviors, the results strongly supported this "law."<sup>17</sup> When people perceive their immediate manager to have high credibility, they're significantly more likely to feel proud about their organization, feel a high degree of team spirit, feel a strong sense of ownership and commitment to the organization, and be motivated by shared values and intrinsic factors. What happens when people don't feel that their immediate manager has much credibility is that they start looking for other jobs, they feel unsupported and underappreciated, and they express being motivated primarily by external factors like money and benefits (which are never enough). Clearly, credibility makes a difference, and leaders must take this personally. Loyalty, commitment, energy, and productivity depend on it. Consider for a moment what researchers studying soldiers serving in "hot-combat" zones discovered about what it takes to influence people to risk injury and even

death to achieve the organization's objectives. Soldiers' perceptions of their leader's credibility, the evidence shows, determines the actual extent of influence that leader can exercise.<sup>18</sup>

The data confirm that credibility is the foundation of leadership. But what is credibility behaviorally? In other words, how do you know it when you see it?

We've asked this question of tens of thousands of people around the globe, and the response is essentially the same, regardless of how it may be phrased in one company versus another or one country versus another. Here are some of the common phrases people use to describe credible leaders:

- "They practice what they preach."
- "They walk the talk."
- "Their actions are consistent with their words."
- "They put their money where their mouth is."
- "They follow through on their promises."
- "They do what they say they will do."

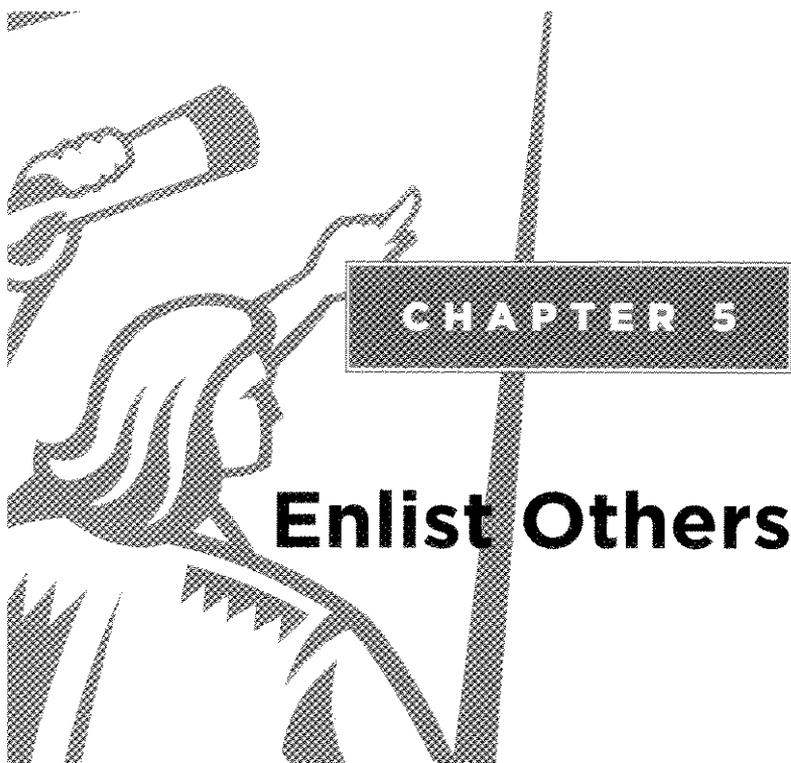
The last is the most frequent response. When it comes to deciding whether a leader is believable, people first listen to the words, then they watch the actions. They listen to the talk, then they watch the walk. They listen to the promises of resources to support change initiatives, then they wait to see if the money and materials follow. They hear the pledge to deliver, then they look for evidence that the commitments are met. A judgment of "credible" is handed down when words and deeds are consonant. If people don't see consistency, they conclude that the leader is, at best, not really serious or, at worst, an outright hypocrite. If leaders espouse one set of values but personally practice another, people find them to be duplicitous. If leaders

practice what they preach, people are more willing to entrust them with their livelihood and even their lives.

This realization leads to a straightforward prescription for the most significant way to establish credibility. We refer to it as **The Kouzes-Posner Second Law of Leadership**:

**You build a credible foundation of leadership foundation when you DWYSYWD—Do What You Say You Will Do.**

DWYSYWD has two essential parts: say and do. The practice of Model the Way links directly to these two dimensions of the behavioral definition of credibility. Modeling is about clarifying values and setting an example for others based on those values. The consistent living out of values is the way leaders demonstrate their honesty and trustworthiness. It's what gives them the moral authority to lead. And that's where we begin our discussion of The Five Practices. In the next two chapters, we examine the principles and behaviors that bring Model the Way to life.



## CHAPTER 5

# Enlist Others

**SALVATORE SARNO CAME TO** South Africa from Italy at the age of nineteen and eventually became chairman of MSC South Africa, a privately owned container shipping line and one of the leading carriers in the world. His leadership story, however, is not a corporate one; rather he made an entire nation excited about his dream that South Africa would be the first African team to race in the most important sailing competition in the world, the America's Cup.<sup>1</sup> He wanted to give people who grew up in difficult conditions the chance to represent the pride of their nation in front of the world, to show that with passion you could overcome other problems like lack of budget or experience.

His dream sounded a bit crazy to the people with whom he first shared it, but Salvatore merged his passions for sailing and for South Africa into a common purpose for the nation and for the African people. Those who'd yearned to realize a dream from the time they first sailed into Cape Town Bay and those who were raised in places like Durban were suddenly given a chance to be part of something

grand—something that gave them a new reason to train, to improve, and to commit to a meaningful cause. They would have the opportunity to make history.

Salvatore did what all exemplary leaders do. He looked forward and talked about what could be. He painted a picture of the future so that others could see what was possible. He shared his passion and enthusiasm with the people around him. It was infectious, and one young man remembered how Salvatore used to tell him nearly a decade before the race: “Imagine the underdog South African boat with his mixed white and black crew sailing head to head with the strongest team of the world. This is the World Cup of sailing, and we are going to play this game sooner or later!”

The team’s name, *Shosholoza*, means “go forward, make your road, forge ahead”—an acknowledgment of the dedication to pursue excellence, especially when doing so is a challenge. The spirit of the Shosholoza project was all about doing something unique. In his speeches to his team, Salvatore would stress that it was “an opportunity to show that all South Africa’s citizens can work together, do well and have success together. In essence it is an opportunity to be part of the African renaissance.”<sup>2</sup> His appeals enlisted the team in a noble endeavor to make history for their country, got them to believe in the possibility, motivated them to work even harder than they could imagine, and built their pride in being the best they could be. And for Salvatore, like all leaders who enlist others in a common vision, it all came down to something fairly simple and straightforward: having a passion for making a difference in people’s lives.

In 2007, Shosholoza took part in the America’s Cup Race, a remarkable achievement in itself, considering that only twelve countries were represented. Despite a significantly lower budget and less experience than the other teams, Shosholoza held its own, achieving

some amazing victories in the heads-up challenges against giants like Luna Rossa and Mascalzone Latino before eventually placing sixth at the final round in Valencia.

In the personal-best leadership cases we collected, people talked about the need to get everyone on board with a vision and to *Enlist Others* in a dream, just as Salvatore did. They had to communicate and build support for the direction in which the organization was headed. These leaders knew that in order to make extraordinary things happen, everyone had to fervently believe in and commit to a common purpose.

Part of enlisting others is building common ground on which everyone can agree. But equally important is the emotion that leaders express for the vision. Our research shows that in addition to expecting leaders to be forward-looking, constituents expect their leaders to be *inspiring*. People need vast reserves of energy and excitement to sustain commitment to a distant dream. Leaders are expected to be a major source of that energy. People aren't going to follow someone who's only mildly enthusiastic about something. Leaders have to be *wildly* enthusiastic for constituents to give it their all.

Whether you're trying to mobilize a crowd in the grandstand or one person in the office, to Enlist Others you must act on these two essentials:

- **APPEAL TO COMMON IDEALS**
- **ANIMATE THE VISION**

Enlisting others is all about igniting passion for a purpose and moving people to persist against great odds. To get extraordinary things done in organizations, you have to go beyond reason, engaging the hearts as well as the minds of your constituents. You start by

understanding their strongest yearnings for something meaningful and significant.

## **APPEAL TO COMMON IDEALS**

In every personal-best case, leaders talked about ideals. They expressed a desire to make dramatic changes in the business-as-usual environment. They reached for something grand, something magnificent, something that had never been done before.

Visions are about ideals. They're about hopes, dreams, and aspirations. They're about the strong desire to achieve something great. They're ambitious. They're expressions of optimism. Can you imagine a leader enlisting others in a cause by saying, "I'd like you to join me in doing the ordinary"? Not likely. Visions stretch people to imagine exciting possibilities, breakthrough technologies, and revolutionary social change.

Ideals reveal higher-order value preferences. They represent the ultimate economic, technological, political, social, and aesthetic priorities. The ideals of world peace, freedom, justice, an exciting life, happiness, and self-respect, for example, are among the ultimate strivings of human existence. They're outcomes of the larger purpose that practical actions will enable people to attain over the long term. By focusing on ideals, people gain a sense of meaning and purpose from what they undertake.

When you communicate your vision of the future to your constituents, you need to talk about how they're going to make a difference in the world, how they're going to have a positive impact on people and events. You need to show them how their long-term interests can be realized by enlisting in a common vision. You need

to speak to the higher meaning and purpose of work. You need to describe a compelling image of what the future could be like when people join together in a common cause.

## Connect to What's Meaningful to Others

Exemplary leaders don't impose their visions of the future on people; they liberate the vision that's already stirring in their constituents. They awaken dreams, breathe life into them, and arouse the belief that people can achieve something grand. When they communicate a shared vision, they bring these ideals into the conversation. What truly pulls people forward, especially in more difficult and volatile times, is the exciting possibility that what they are doing can make a profound difference in the lives of their families, friends, colleagues, customers, and communities. They want to know that what they do matters.<sup>3</sup> Nancy Sullivan, vice president for disability benefits at the Trustmark Companies, told us, "When you know what road you should be on and are doing exactly what you should be doing, you fulfill your life purpose, personal passions, and heart's desire. When your life and career are on course and you understand your purpose, you feel full, satisfied, and ever so powerful. Nothing will stop you."

Nancy's passion for the work her division does is quite evident in these words, and she needed to draw on that energy when her group was notified that they were unlikely to meet their division objectives after consistently exceeding them for nine straight years. Nancy knew that her team could pull through, but for them to do so, she needed to connect her constituents to more than just the division plan. She needed to paint a bigger picture of what they could accomplish together and show them

how their long-term interests could be realized by enlisting in a common vision.

Nancy developed a four-page vision message and posted it in the office kitchen where everyone congregated. In team meetings, division meetings, one-on-ones, and chats in the hallway, she spoke with genuine conviction about the meaning and purpose of their work and pointed out specific parts of her vision message that would help them see themselves as she saw them—as the best of the best. It was not only a message about what they could achieve in business but also a connection to the significant role they played in the lives of all their constituents. Here is part of that message:

I dream of a place here in our office, where the sales team maintains respect and confidence in our decisions not just today but tomorrow and always; the constant challenges to our decisions just don't exist. Where our insureds trust our decisions and feel our genuine commitment to serving them well in their greatest time of need. Where our customers have confidence that your decision was contractual yes, but more importantly ethically correct and sound. Where the only title that you can think of for introducing your co-worker is respected colleague and friend.

I dream of a place where growth and opportunities are massive because of the time and energy you invested with your commitments and therefore our opportunities and potential are endless. A place that no longer manages claims, but manages decisions on disability. A place that is no longer thought of as disability-claim experts, but disability experts. A place where our colleagues and government officials look to for disability solutions. A place where Trustmark is the number one company to serve as the assistance to all disability needs.

And day in, day out, Nancy stressed the exciting possibilities the future held: "Imagine your own career ten years out, and dream of a position that serves you well. Create ideas that get you there. Look within for strengths that you didn't even know you had. Look beyond any possibilities. Stretch yourself with ideas that seem unachievable. If the thoughts are laughable, then that is exactly what we are looking for. Create your own position. Create our future."

In time, all of Nancy's staff connected with those ideals and aspirations and united around their division objectives. Each member of the team could easily see how he or she would answer a friend's question, "So, why do you work there?" Nancy's message had lifted them up from the mechanics of disability claims and reminded them of the nobility of what they accomplish. Nancy's focus on the purpose and meaning of the division's work engaged their spirits and enabled them to surpass their targets for the tenth year in a row.

The outcomes Nancy's staff experienced are quite consistent with the extensive research on employee engagement. Michael Burchell and Jennifer Robin of the Great Places to Work Institute, for example, report that "when we ask employees in great workplaces to describe what it is like to work there, they begin to smile and talk about how they are excited to get to work, and then, at the end of the day, are surprised to discover that the day has already disappeared. . . . They share their belief that what they do matters in the organization—that their team or the organization would be less successful if it weren't for their efforts."<sup>4</sup> This is what Nancy accomplished at Trustmark. You have to make sure that the people on your team know that their work does, in fact, matter.

Leaders help people see that what they are doing is bigger than they are and bigger, even, than the business. Their work can be

something noble. When people go to bed at night, they can sleep a little easier knowing that others are able to live a better life because of what they did that day.

### Take Pride in Being Unique

Exemplary leaders also communicate what makes their constituents, work group, organization, product, or service singular and unequalled. Compelling visions differentiate and set "us" apart from "them," and they must do so in order to attract and retain employees, volunteers, customers, clients, donors, and investors.<sup>3</sup> There's no advantage in working for, buying from, or investing in an organization that does exactly the same thing as the one across the street or down the hall. Saying, "Welcome to our company. We're just like everyone else," doesn't exactly make the spine tingle with excitement. When people understand how they're truly distinctive and how they stand out in the crowd, they're a lot more eager to voluntarily sign up and invest their energies.

Feeling special fosters a sense of pride.<sup>4</sup> It boosts the self-respect and self-esteem of everyone associated with the organization. When people are proud to work for their organization and serve its purpose, and when they feel that what they are doing is meaningful, they become enthusiastic ambassadors to the outside world. When customers and clients are proud to own your products or use your services, they are more loyal and more likely to recruit their friends to do business with you. When members of the community are proud to have you as a neighbor, they're going to do everything they can to make you feel welcome.

"She made me feel proud, she made me feel that what I was doing was special and made a unique contribution," said Lina Chen when describing one of her most admired leaders. Lina worked in a

research lab of renowned scientists and talented doctoral students at UCLA, but she herself was neither a scholar nor a researcher. She was responsible for computer support and making sure that all the equipment was up and running without any issues. However, she says that her leader “did not explain my job responsibility to me that way.”

She began by explaining to me the importance of the research that was being done and how it could impact the lives of many people. Furthermore, the more accurate our results from the research, the more beneficial it will be to those that are involved because we can help improve their quality of life. My job to keep the computer equipment up and running was crucial because it makes the researchers' jobs easier. I was also helping them in improving the environment and making the world a better place. It made my job very meaningful and inspiring to be part of a team that is making a difference in the world.

Leaders like Lina's at UCLA get people excited about signing on for their vision by making certain that everyone involved feels that what she does is unique and that everyone believes that she plays a crucial role regardless of job title or specific task responsibilities.

Feeling unique also makes it possible for smaller units within large organizations, or neighborhoods within large cities, to have their own visions and still serve a larger, collective vision. Although every unit within a corporation, public agency, religious institution, school, or volunteer association must be aligned with the overall organizational vision, each can express its distinctive purpose within the larger whole. Every function and every department can

differentiate itself by finding its most distinctive qualities. Each can be proud of its own ideal image of its future as it works toward the common future of the larger organization.

These days, though, with the latest and greatest available in a nanosecond at the touch of a key, it's become increasingly difficult to differentiate yourself from others. Log on to any Internet search engine, type in a keyword, and up come thousands, sometimes tens or hundreds of thousands, of sites and offerings.<sup>7</sup> The options are overwhelming. And it's not just the speed and volume of information that create problems. Everything begins to look and sound alike. It's a sea of sameness out there. People become bored with things more quickly than ever before. Organizations, new and old, must work harder to differentiate themselves (and their products) from others around them. Business consolidations, the Internet, the information overload, the 24/7/365 always-on, everyone's-connected world demand that leaders be even more attentive to ways in which they can be the beacon that cuts through the dense mist and steers people in the right direction.

## **Align Your Dream with the People's Dream**

In learning how to appeal to people's ideals, move their souls, and uplift their spirits—and your own—there is no better place to look than to the late Reverend Dr. Martin Luther King Jr. His “I Have a Dream” speech tops the list of the best American public addresses of the twentieth century. On the national holiday in the United States marking his birthday, this speech is replayed, and young and old alike are reminded of the power of a clear and uplifting vision of the future. If you have never listened closely to Dr. King's words, take a few moments to read or hear them.<sup>8</sup>

Imagine that you are there on that hot and humid day—August 28, 1963—when on the steps of the Lincoln Memorial in Washington, DC, before a throng of 250,000, Martin Luther King Jr. proclaimed his dream to the world. Imagine that you're listening to King as thousands around you clap and applaud and cry out. Now try to better understand why this speech is so powerful and how he is capable of moving so many people.

We've asked thousands of people over the years to listen to King's famous "I Have a Dream" speech and then tell us what they heard, how they felt, and why they thought this speech remains so moving even today.<sup>9</sup> Following is a sampling of their observations.

"He appealed to common interests."

"He talked about traditional values of family, church, and country."

"It was vivid. He used a lot of images and word pictures. You could see the examples."

"People could relate to the examples. They were familiar."

"His references were credible. It's hard to argue against the Constitution or the Bible."

"He mentioned children—something we can all relate to."

"It was personal. He mentioned his own children, but it wasn't just his kids because he also talked about everyone's children."

"He knew his audience."

"He made geographical references to places the people in the audience could relate to."

"He included everybody: different parts of the country, all ages, both sexes, major religions several times."

"He used a lot of repetition: for example, saying 'I have a dream,' and 'Let freedom ring' several times."

"He talked about the same ideas many times but in different ways."

“He began with a statement of the difficulties and then stated his hope for the future.”

“He was positive and hopeful.”

“Although positive, he didn’t promise it would be easy.”

“There was a cadence and a rhythm to his voice.”

“He shifted from ‘I’ to ‘we’ halfway through.”

“He spoke with emotion and passion. It was something he genuinely felt.”

These reflections reveal the key to success in enlisting others. To get others excited about your dream, you need to speak about meaning and purpose. You have to *show them* how *their* dreams will be realized. You have to connect your message to their values, their aspirations, their experiences, and their own lives. You have to show them that it’s not about you, or even the organization, but about them and their needs. King’s “I Have a Dream” speech vividly illustrates how the ability to exert an enlivening influence is rooted in fundamental values, cultural traditions, personal conviction, and a capacity to use words to create positive images of the future. To enlist others, you need to bring the vision to life. You have to make manifest the purpose so that others can see it, hear it, taste it, touch it, feel it. You have to make the connection between an inspiring vision of the future and the personal aspirations and passions of the people you are addressing. You have to describe a compelling image of how people can realize their dreams.

Ed Fernandez took these ideas to heart when he began his new role as general manager of WXYZ, a legacy television station owned by Scripps in Detroit.<sup>10</sup> Having come from outside the organization, Ed anticipated resistance to change and skepticism from some of the employees, but what he found was quite the opposite. “Here was a business, full of talented and skilled personnel,” he explained, “and

they simply wanted something to believe in at a personally meaningful level. They were eager to embrace a vision (mission and purpose) that would make their community a better place.”

Ed took the time to listen to their concerns, both individually and in small groups. By aligning his dreams with those of his employees, he created a shared picture of “what we wanted to be as a media organization.” Taking the time to consistently communicate that vision made a remarkable difference in morale and productivity, and this process produced the concept of “Detroit 2020”—a vision to be the centerpiece of discourse that could help spark the renaissance of Detroit and the region. By utilizing the power and resources of WXYZ, this decade-long, multiplatform community impact initiative provides a shared goal for everyone to follow. Ed says, “People have a purpose for their work and know how they can contribute to the overall success.” An internal survey validated the station’s progress; 94 percent of the respondents agreed that “WXYZ can make things happen when committed to an idea,” and more than five in six believed that “within three years WXYZ will be the market leader.” By appealing to common interests as Ed did, you can get people to commit to future possibilities.

## **ANIMATE THE VISION**

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Leaders have to engage others to join in a cause and to want to move decisively forward. Part of motivating others is appealing to their ideals. Another part, as demonstrated by King’s “I Have a Dream” speech, is animating the vision, essentially breathing life into it. To enlist others, you have to help them *see* and *feel* how their own interests and aspirations are aligned with the vision. You have to paint a compelling picture of the future, one that enables

constituents to experience viscerally what it would be like to actually live and work in an exciting and uplifting future. That's the only way they'll become sufficiently internally motivated to commit their individual energies to the vision's realization.

"But I'm not like Martin Luther King," you say. "I can't possibly do what he did. Besides, he was a preacher, and I'm not. His constituents were on a protest march, and mine are here to get a job done." Many people initially respond this way. Most don't see themselves as personally uplifting, and certainly don't get much encouragement for behaving this way in most organizations. Despite the acknowledged potency of clearly communicated and compelling visions, our research finds people more uncomfortable with inspiring a shared vision than with any of the other leadership practices. Their discomfort comes mostly from having to actually express their emotions. That's not easy for working adults to do, but people are too quick to discount their capacity to communicate with passion and enthusiasm.

People's perception of themselves as uninspiring is in sharp contrast to their performance when they talk about their personal-best leadership experiences or when they talk about their ideal futures. When relating hopes, dreams, and successes, people are almost always emotionally expressive. Expressiveness comes naturally when talking about deep desires for the something that could be better in the future than it is today. And it doesn't matter what language they are speaking.

Most people attribute something mystical to the process of being inspirational. They seem to see it as supernatural, as a grace or charm bestowed on them—what's often referred to as charisma. This assumption inhibits people far more than any lack of natural talent for being inspirational. It's not necessary to be a charismatic person to inspire a shared vision. You have *to believe*, and you have to

develop the skills to transmit your belief. It's your passion that brings the vision to life. If you're going to lead, you have to recognize that your enthusiasm and expressiveness are among your strongest allies in your efforts to generate commitment in others. Don't underestimate your talents.

## Use Symbolic Language

When registered nurse Janet (McTavish) MacIntyre assumed the role of the new unit leader for the Intensive Care Unit/Cardiac Care Unit (ICU/CCU) at the Henderson Hospital in Hamilton, Ontario, she had a chance to share with others her intense passion for nursing, along with her extensive knowledge and accomplished skills.<sup>11</sup> The Hamilton Health Sciences at Henderson site was opening a new state-of-the-art hospital renamed the Juravinski Hospital and Cancer Centre, and Janet wanted to fully engage her colleagues in that exciting opportunity. She found some compelling ways to do that by turning to Canadian culture. "I began by creating a logo with a slogan and choosing a mascot, one that identified with our Canadian roots and symbolized the journey we were on. An Inukshuk, built by the Inuit Natives across the Canadian Arctic, is a stone landmark that denotes a spiritual resting place along a migration route to food or shelter. Most importantly, it communicates that 'you are on the path.' That was us. We were on a path. We were on a journey."

The Inukshuk mascot was built with six stones: four representing the organization's corporate values of respect, caring, innovation, and accountability; and two reflecting the ICU/CCU's values. A "passport" served as a creative education tool for getting everyone engaged—115 staff members in all, from nurses and respiratory therapists to business clerks and environmental aides. With so many

diverse learning needs for the various disciplines, the passport provided a customized checklist, a site map, and information that identified a path to working safely in the new environment. A mock patient setup room, called the "sandbox," gave the staff plenty of time to "play" (and practice, hands-on) with the new technology and equipment, and lessen the anxiety on moving day.

The Inukshuk mascot, the passport, the map, and the sandbox were all ways that Janet brought the vision to life through evocative metaphors and symbols. Leaders like Janet embrace the power of symbolic language like this to communicate a shared identity and give life to visions. They use metaphors and analogies; they give examples, tell stories, and relate anecdotes; they draw word pictures; and they offer quotations and recite slogans. They enable constituents to picture the possibilities—to hear them, to sense them, to recognize them.

James Geary, a leading expert on the use of metaphorical language, found in his studies that people use a metaphor every ten to twenty-five words, or about six metaphors a minute.<sup>12</sup> Metaphors are everywhere—there are art metaphors, game and sports metaphors, war metaphors, science fiction metaphors, machine metaphors, and religious or spiritual metaphors. They influence what we think, what we invent, what we eat and drink, how we think, whom we vote for, and what we buy. Your ability to enlist others in a common vision of the future will be greatly enhanced by learning to use these figures of speech.

Consider, for example, the intriguing impact of language on participants in experiments in which they were told that they were either playing the Community Game or the Wall Street Game.<sup>13</sup> People played exactly the same game by exactly the same rules; the *only* difference was that experimenters gave the game two different

names. Of those playing the Community Game, 70 percent started out playing cooperatively and continued to do so throughout. Of those told they were playing the Wall Street Game, just the opposite occurred: 70 percent did *not* cooperate, and the 30 percent who did, stopped when they saw that others weren't cooperating. Again, remember: the *name, not the game* was the only thing that was different!

You can influence people's behavior simply by giving the task or the team a name that evokes the kind of behavior implied by the name. If you want people to act like a community, use language that evokes a feeling of community. If you want them to act like traders in the financial markets, use language that cues those images. The same goes for any other vision you might have for your organization. This experiment powerfully demonstrates why you must pay close attention to the language you choose and the language you use.

## Create Images of the Future

Visions are images in the mind—impressions and representations. They become real as leaders express those images in concrete terms to their constituents. Just as architects make drawings and engineers build models, leaders find ways of giving expression to collective hopes for the future.

When talking about the future, people typically speak in terms of foresight, focus, forecasts, future scenarios, points of view, and perspectives. What these words have in common is that they are visual references. The word *vision* itself has at its root the verb "to see." Statements of vision, then, should not be statements at all. They should be pictures—word pictures. They're more image

than words. For a vision to be shared, it needs to be *seen* in the mind's eye.

In our workshops and classes, we often illustrate the power of images with this simple exercise. We ask people to shout out the first thing that comes to mind when they hear the words *Paris, France*. The replies that pop out—the Eiffel Tower, the Louvre, the Arc de Triomphe, the Seine, Notre Dame, good food, wine, romance—are all images of real places and real sensations. No one calls out the square kilometers, population, or gross domestic product of Paris. Why? Because most of what we recall about important places or events are those things associated with our senses—sights, sounds, tastes, smells, tactile sensations, and feelings.<sup>19</sup>

So what does this mean for leaders? It means that to enlist others and inspire a shared vision, you must be able to draw on that very natural mental process of creating images. When you speak about the future, you need to create pictures with words so that others form a mental image of what things will be like when you are at the end of your journey. When talking about going places you've never been, you have to be able to imagine what they'll look like. You have to picture the possibilities.<sup>15</sup>

Getting people to see a common future does not require some special power. Every one possesses this ability. You do it every time you return from a vacation and show the photos to your friends. If you doubt your own ability, try this exercise. Sit down with a few close friends and tell them about one of your favorite vacations. Describe the people you saw and met, the sights and sounds of the places you went, the smells and tastes of the food you ate. Show them the photos or videos if you have them. Observe their reactions—and your own. What's that experience like? We've done this activity many times, and people always report feeling energized and passionate. Those hearing about a place for the first time usually say

something like, "After listening to you, I'd like to go there someday myself."

## Practice Positive Communication

To foster team spirit, breed optimism, promote resilience, and renew faith and confidence, leaders look on the bright side. They keep hope alive. They strengthen their constituents' belief that life's struggles will produce a more promising future. Such faith results from an intimate and supportive relationship, a relationship based on mutual participation in the process of renewal.

Constituents look for leaders who demonstrate an enthusiastic, genuine belief in the capacity of others, who strengthen people's will, who supply the means to achieve, and who express optimism for the future. Constituents want leaders who remain passionate despite obstacles and setbacks. In today's uncertain times, leaders with a positive, confident, can-do approach to life and business are desperately needed. Naysayers only stop forward progress; they do not start it.

Indeed, consider how Ari Ashkenazi describes his contrasting experience with two supervisors. The first, he said, always tried to keep spirits up and to look on the bright side, regardless of the situation. Even when a certain project came out with less than desired results, Ari said, she would tell them that future projects would turn out better as long as they kept working hard as well as working smart. "This gave me a lot of faith in her," said Ari, "and helped me to keep from getting frustrated during my work when things didn't always go right. This also had the effect of making it easier for me to try new things as well as report negative news to her since I knew she wouldn't 'shoot the messenger' when it came to giving her news."

Ari described another supervisor who would often get easily exasperated, and when she was annoyed or angry, she'd let you know it quite plainly. All she cared about was solid numbers and results, and it felt as though she was looking down on you if things didn't go as she planned from the start. The outcome of her negative communications, Ari explained, "was to make me try to avoid her as much as possible and to hold back on giving her negative information that she needed to know, just because I feared the backlash she would give me."

Researchers working with neural networks have documented Ari's feelings in finding that when people feel rebuffed or left out, the brain activates a site for registering physical pain.<sup>16</sup> People actually remember downbeat comments far more often, in greater detail, and with more intensity than they do encouraging words. When negative remarks become a preoccupation, an employee's brain loses mental efficiency. This is all the more reason for leaders to be positive.

In contrast, a positive approach to life broadens people's ideas about future possibilities, and these exciting options build on each other, according to Barbara Fredrickson, professor of psychology at the University of North Carolina. Her findings indicate that being positive opens you up: "The first core truth about positive emotions is that they open our hearts and our minds, making us more receptive and more creative."<sup>17</sup> Her research finds that as positivity flows through people, they see more options and become more innovative. And that's not all. People who enjoy more positivity are better able to cope with adversity and are more resilient during times of high stress.<sup>18</sup> That's a vital capacity when dealing with challenges that people face as leaders in these uncertain and challenging times.

## Express Your Emotions

In explaining why particular leaders have a magnetic effect, people often describe them as charismatic. But *charisma* has become such an overused and misused term that it's almost useless as a descriptor of leaders. Being charismatic is neither a magical nor a metaphysical quality. It has to do with how people behave.

Social scientists have indeed investigated this elusive quality in terms of observable behavior.<sup>19</sup> What they've found is that people who are perceived to be charismatic are simply more animated than others. They smile more, speak faster, pronounce words more clearly, and move their heads and bodies more often. Charisma, then, can be better understood as energy and expressiveness. The old saying that enthusiasm is infectious is certainly true for leaders.

Leaders are responsible for the level of genuine excitement in their organizations. According to leadership developers Belle Linda Halpren and Kathy Lubar, "emotion drives expressiveness." They explain that leaders must communicate their emotions using all means of expression—verbal and nonverbal—if they are to generate the intense enthusiasm that's required to mobilize people to struggle for shared aspirations.<sup>20</sup>

Another benefit of emotions for leaders is that they make things more memorable. Because as a leader you want your messages to be remembered, you have to pay attention to adding emotion to your words and your behavior. James McGaugh, professor of neurobiology at the University of California, Irvine, and a leading expert on creation of memory, has reported that "emotionally significant events create stronger, longer-lasting memories."<sup>21</sup> No doubt you've experienced this yourself when something emotionally significant has happened to you—a serious trauma, such as an accident, or a joyful

surprise, such as winning a contest. But the events don't have to be real to be memorable. They can simply be stories. For example, in one experiment, researchers showed subjects in two groups a series of twelve slides. The slide presentation was accompanied by a story, one line for each slide. For one group in the study, the narrative was quite boring; for the other, the narrative was emotionally moving. They didn't know when they watched the slides that they would be tested, but two weeks later they returned and took a test of how well they remembered the details of each slide. Although the subjects in the two groups didn't differ in their memory of the first few and last few slides, they did differ significantly in the recollection of the slides in the middle. "The subjects who had listened to the emotionally arousing narrative remembered details in those particular slides better" than the group that listened to the neutral story. "Stronger emotional arousal," James says, "is associated with better memory; emotional arousal appears to create strong memories."<sup>22</sup>

You don't need a complete narrative, and you don't need slides. Just the words themselves can be equally effective, as demonstrated in another laboratory experiment. Researchers asked subjects to learn to associate pairs of words. Some of the words in the pairs were used because they elicited strong emotional responses (as indicated by changes in galvanic skin response). One week later, people remembered the emotionally arousing words better than they remembered the less arousing words.<sup>23</sup> Whether you're hearing a story or a word, you're more likely to remember the key messages when they're attached to something that triggers an emotional response. The reasons for this have to do with human physiology. People are wired to pay more attention to stuff that excites them or scares them.

Keep all this in mind the next time you deliver a PowerPoint presentation. It's not just the content that will make the message

stick; it's also how well you tap into people's emotions. People have to feel something if they are to become willing to change. Thinking isn't nearly enough to get things moving. Your job is to get them to feel motivated to change, and expressing emotions helps do that.<sup>24</sup>

Showing people a concrete example is better than telling them about an abstract principle, but that still leaves them on the outside looking in. If you can get them to experience what you are trying to explain, they will understand in a deeper way. When helping volunteers in hospice care understand what it is like to be the person or family they'll be helping, trainers frequently use the following exercise.<sup>25</sup> The trainer hands out packets of index cards and asks volunteers to write on each of their cards something they love and would be devastated to lose—the names of family members (spouse, parents, children, siblings, pets), activities (walking, playing music, traveling), or experiences (reading, listening to music, enjoying gourmet dinners, watching sunsets).

Then the trainer walks around the room and randomly takes cards from the volunteers. One person loses two of them, another loses all of them; the person who lost two loses two more. The effect is dramatic. Volunteers clutch their cards and struggle not to let them go. When they release the cards, they are visibly upset; some even break down and cry.

This poignant exercise speaks volumes about how much more effective it is when leaders can tap into people's emotions rather than simply tell them what to do or how to feel. If the trainers had merely shared facts, the volunteers might have been able to conceptually understand the losses that the hospice residents were suffering, but not in a way that would have led to true empathy. Through this exercise, they could briefly experience the same type of losses in a deep way that they would probably never forget.

The dramatic increase in the use of electronic technology also has an impact on the way people deliver messages. More and more people are turning to their digital devices and social media—from podcasts to webcasts, Facebook to YouTube—for information and connection. Because people remember things that have strong emotional content, social media has the potential for engaging people more than do emails, memos, and PowerPoint presentations. Leadership is a performing art, and this has become even truer as new technologies hit the market. It's no longer enough to write a good script—you've also got to put on a good show. And you've got to make it a show that people will remember.

## Speak Genuinely

None of these suggestions about being more expressive will be of any value whatsoever if you don't believe in what you're saying. If the vision is someone else's and you don't own it, you'll find it very difficult to enlist others in it. If you have trouble imagining yourself actually living the future described in the vision, you'll certainly not be able to convince others that they ought to enlist in making it a reality. If you're not excited about the possibilities, you can't expect others to be. *The prerequisite to enlisting others in a shared vision is genuineness.*

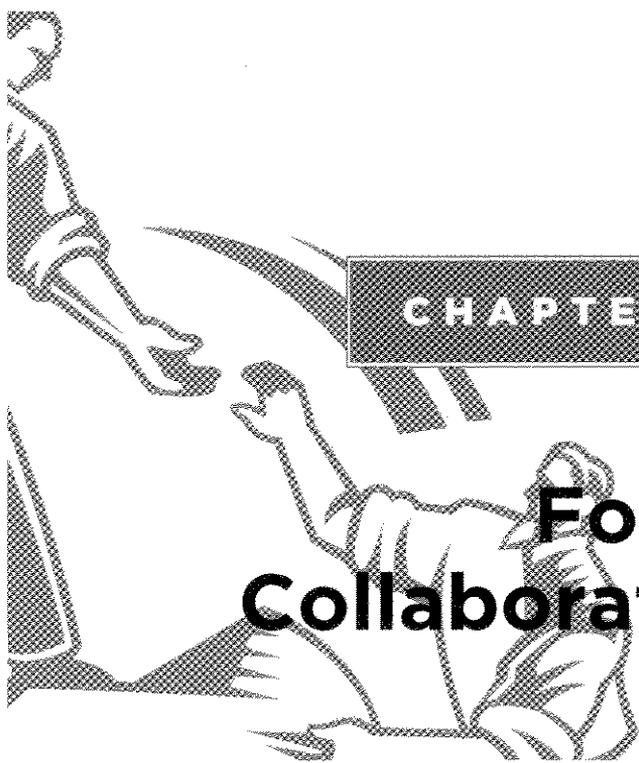
When Emily LoSavio walked away from a successful job in the insurance industry, she knew just where she was headed: to fulfill a lifelong desire to make a difference in the lives of young people.<sup>23</sup> That commitment to spend her life doing work in service to others came from her childhood. "It started early on," she recalls. "For me, my father was a powerful role model. He grew up with a single mom who raised him on welfare, and then went on to great educational success at Harvard on a scholarship. His story is a testament to the

power of education and also the power of support. He always made it clear that it wasn't about him being so special or different but that every child had the potential if the community came together to invest in that child."

Incorporating the inspirational lessons learned from her father as a foundation and following her passion and bold vision for the part she could play in helping children face life's most difficult challenges, Emily founded Opportunity Impact in San Francisco. Opportunity Impact prepares young people—specifically those living in public housing—for a future of their own design. "Our goal," says Emily, "is to open doors for children to design, believe in, and create their own future. And that begins with being able to envision something outside their experience."

Although getting others in the community to see the vision of Opportunity Impact can be a daily challenge, Emily pursues it with passion. "I sometimes joke that people say, 'You're crazy!' And sometimes, when you have this passion about a vision, you do come off a little crazy," Emily said. "But if you believe it, it also becomes contagious. People will stand behind you when they know you truly believe that there is a different future ahead and they can follow you there." You can see that contagion in those who work with Emily. "That Emily walked away from success in the business world to start Opportunity Impact, I still find absolutely amazing," observed David Boyer, founder of Waystohelp.org.

There's no one more believable than a person with a deep passion for something. There's no one more fun to be around than someone who is openly excited about the magic that can happen. There's no one more determined than someone who believes fervently in an ideal. People want leaders who are upbeat, optimistic, and positive about the future. It's really the only way you can get people to willingly follow you to someplace they have never been before.

A black and white halftone illustration showing several hands reaching out and shaking, symbolizing collaboration and teamwork. The hands are rendered in a detailed, textured style.

## CHAPTER 8

# Foster Collaboration

**“WE BELIEVE THAT CULTURE** is key to preventing incidents and injuries,” Cora Carmody, senior vice president of information technology at Jacobs Engineering, told us. “When we proactively look out for ourselves, our coworkers, our friends and families, then we can get closer to the reality of zero incidents and injuries.”

When Cora joined the \$10 billion global technical, professional, and construction services company, she found an established culture that was “amazingly positive and based on the importance of people, caring about people, and building and maintaining relationships with people.” Given founder Joe Jacobs’s vision of “growing globally by taking care of the company’s core customers through enduring relationships” and promoting concepts like “boundaryless behavior,” it’s easy to see how the company’s BeyondZero program takes the concept of safety beyond the norm to “a culture of caring.”

To take it even further, a couple of years after Cora joined Jacobs, her team rolled out a program titled “Leadership and BeyondZero” to the global IT organization. The hour-and-a-half

workshop was designed “to share leadership skills and demonstrate how they contribute to BeyondZero as well as higher levels of achievement in everything we do.” Rather than leading the discussions herself or having someone in the training department do it, Cora asked everyone in the first two layers of the IT organization to lead at least one workshop, and to try to ensure that each workshop comprised attendees from a variety of IT groups. In three months, Cora’s team involved over eight hundred members of global IT in more than twenty-five different sessions of the workshop. Everyone who led it agreed that he or she got as much out of facilitating the workshop as any of the participants and that the experience remained fresh even when he or she had facilitated multiple times.

It was after facilitating a couple of those discussions that Cora saw a way to address another of IT’s critical concerns: strengthening relationships among a staff of eight hundred spread out in offices in more than a hundred countries. At the next workshop, she asked IT people in the room how *they* would feel about leading a fifteen-minute discussion on a leadership topic, at lunch or around a coffee table. She heard a variety of answers: “Scared,” “Apprehensive,” “Pretty good.” Then she asked how they thought the discussion would go with a very small group of people they work with, and how people would feel to be asked for their input and listened to. “Everyone agreed that the outcome of those discussions,” Cora explained, “as short as they might be, would have a tremendous positive effect on the quality of our relationships. And that they would continue to build a foundation for a safer, more caring environment.” In a follow-up email to her staff summarizing the conversation that day, Cora wrote, “Even more overwhelming would be the sense of accomplishment for the leaders of these discussions. Remember our leadership premise—every last member of the IT team has the potential to be a leader—someone who can alter

our attitudes of what is possible.” With that opening, Cora’s “Coffee Talks” were born. These are discussion questions she emails every couple of weeks to “incite some meaningful dialogue and relationship building” within small groups of IT people around the world.

Here’s how it works. Anyone can initiate or host a Coffee Talk. The idea is to find one or several coworkers and ask them a simple question, such as “What do you like to do when you are not at work?” or invite conversation around a particular topic, such as silos. Coffee Talk issues have ranged from workplace safety and the future of IT to work-life balance and building trust. For example, Coffee Talk topic 4 was aimed at stimulating a two-part conversation that, Cora told us, was “all about fostering collaboration and building spirited teams—actively involving others, creating an environment of mutual trust and respect”:

First, around lunch or a coffee (or mocha), brainstorm with a few people: what can you do to enhance people’s sense of contribution and self-worth? Not “What can management do to enhance people’s sense of contribution and self-worth?”—that’s not the question. What can *you* do—and what are you willing to do?

Then consider a practice that supports collaboration—ask for volunteers. When you give people a choice about being a part of what’s happening, they’re more likely to be committed to a project. Is there a piece of something you are working on that you could open up to others? It could be a great training opportunity or just a way to help people feel that they are contributing.

As Cora demonstrates with her IT team, leadership is not a solo pursuit. It’s a team effort. When talking about personal bests and

about leaders they admire, people speak passionately about teamwork and cooperation as the interpersonal route to success, especially when conditions are extremely challenging and urgent. Leaders from all professions, from all economic sectors, and from around the globe continue to tell us, “You can’t do it alone.”

Exemplary leaders understand that to create a climate of collaboration, they must determine what the group needs in order to do their work, and build the team around common purpose and mutual respect. Leaders make trust and teamwork high priorities. By setting up the workshops and encouraging small-group Coffee Talks around leadership and safety issues, Cora was able to foster cooperation and collaboration within a large, geographically dispersed team. By giving free rein while also providing guidance on issues and topics for engaging coworkers in relationship-building conversations, she helped her team feel that they were trusted and responsible for creating the safer, more caring environment the company valued. By creating opportunities to build their skills, she strengthened their confidence and competence; by asking for regular feedback, she showed that she cared for the team and had their best interests at heart.

World-class performance isn’t possible unless there’s a strong sense of shared creation and shared responsibility. Exemplary leaders make the commitment to *Foster Collaboration* by engaging in these essentials:

- **CREATE A CLIMATE OF TRUST**
- **FACILITATE RELATIONSHIPS**

Collaboration is a critical competency for achieving and sustaining high performance. As organizations become increasingly diverse and globally dispersed, collaborative skills are essential to navigating the conflicting interests and natural tensions that arise. Trust is

required to build collaboration and promote people working cooperatively together. And as employees and customers are more empowered than ever with the new tools of social media, relationship building is at the core of fostering collaboration.

## **CREATE A CLIMATE OF TRUST**

The ever-increasing turbulence in the marketplace demands even more collaboration, not less.<sup>1</sup> The emphasis on networks, business-to-business and peer-to-peer e-commerce, strategic acquisitions, knowledge work, open source innovation, and social media, along with the surging number of global alliances and local partnerships, is testimony to the fact that in an ever more complex, wired world, the winning strategies will be based on a “We not I” philosophy.

However, “we” can’t happen without trust. It’s the central issue in human relationships. Without trust you cannot lead. Without trust you can’t get people to believe in you or in each other. Without trust you cannot accomplish extraordinary things. Individuals who are unable to trust others fail to become leaders, precisely because they can’t bear to be dependent on the words and works of others. They either end up doing all the work themselves or supervising work so closely that they become overcontrolling. Their obvious lack of trust in others results in others’ lack of trust in them. To build and sustain social connections, you have to be able to trust others, and others have to trust you. Trust is not just what’s in your mind; it’s also what’s in your heart.

### **Invest in Trust**

Trust is a strong, significant predictor of employee satisfaction, the quality of communication, honest sharing of information,

acceptance of change, acceptance of the leader's influence, and team and organizational performance.<sup>2</sup> Trust is also linked to profitability. High-trust organizations have been shown to outperform low-trust organizations by 286 percent.<sup>3</sup> And in a PricewaterhouseCoopers study on corporate innovation in companies listed on the Financial Times 100, trust was "the number one differentiator" between the top 20 percent of companies surveyed and the bottom 20 percent. The more trusted people feel, the better they innovate.<sup>4</sup> Simply put, the more people trust their leaders and their organizations, the more positive the outcomes—for everyone.

Psychologists have also found that people who are trusting are more likely to be happy and psychologically adjusted than are those who view the world with suspicion and distrust.<sup>5</sup> People who are perceived as trusting are more sought out as friends, more frequently listened to, and subsequently more influential. The most effective leadership situations are those in which each member of the team trusts the others.

In a classic research experiment, for example, several groups of business executives in a role-playing exercise were given identical factual information about a difficult manufacturing-marketing policy decision and then asked as a group to solve a problem related to that information. Half of the groups were briefed to expect trustworthy behavior ("You have learned from your past experiences that you can trust the other members of top management and can openly express feelings and differences with them"); the other half, to expect untrustworthy behavior. After thirty minutes of discussion, all team members completed a brief questionnaire about their experiences.<sup>6</sup>

Those who'd been told that their role-playing colleagues could be trusted reported their discussion and decisions to be significantly more positive than did the members of the low-trust group on every factor measured. The members of the high-trust group were more

open about feelings, experienced greater clarity about the group's basic problems and goals, and searched more for alternative courses of action. They also reported greater levels of mutual influence on outcomes, satisfaction with the meeting, motivation to implement decisions, and closeness as a management team as a result of the meeting. In the groups whose participants were told that their management colleagues weren't to be trusted, genuine attempts to be open and honest were ignored or distorted.

The managers who experienced rejection of their attempts to be trusting and open responded in kind. "If I had my way I would have fired the entire group," said one. "What a bunch of turkeys. I was trying to be honest with them but they wouldn't cooperate. Everything I suggested they shot down; and they wouldn't give me any ideas on how to solve the problem." The responses of the other members were no less hostile: "Frankly, I was looking forward to your being fired. I was sick of working with you—and we had only been together for ten minutes." Not surprisingly, more than two-thirds of the participants in the low-trust group said that they would give serious consideration to looking for another position.<sup>7</sup>

Keep in mind that this was a *simulation*. These real-life executives responded as they did simply because they'd been *told* that they couldn't trust their role-playing colleagues. It shows that trust, or distrust, can come with a mere suggestion—and in mere minutes.

After this simulation, participants were asked to think about what factors might have accounted for the differences between the outcomes and feelings reported by the various groups. Not one person perceived that trust had been the overriding variable. "I never knew that a lack of trust was our problem [at work] until that exercise," reported one executive in the study. "I knew that things weren't going well, but I never really could quite understand why we

couldn't work well together. After that experience, things fell into place."<sup>8</sup>

When you create a climate of trust, you create an environment that allows people to freely contribute and innovate. You nurture an open exchange of ideas and a truthful discussion of issues. You motivate people to go beyond compliance and inspire them to reach for the best in themselves. And you nurture the belief that people can rely on you to do what's in everyone's best interests. To get these kinds of results, you have to ante up first in the game of trust, you have to listen and learn from others, and you have to share information and resources with others. Trust comes first; following comes second.

## **Be the First to Trust**

Building trust is a process that begins when someone (either you or the other party) is willing to risk being the first to open up, to show vulnerability, and to let go of control. Leaders go first. If you want the high levels of performance that come with trust and collaboration, you will have to demonstrate your trust in others before asking them to trust you.

Going first is a scary proposition. You're taking a chance. You're betting that others won't betray your confidence and that they'll take good care of the information you communicate, the resources you allocate, and the feelings you share. You're risking that others won't take advantage of you and that you can rely on them to do what's right. This requires considerable self-confidence. But the payoff is huge. Trust is contagious. When you trust others, they are much more likely to trust you. But should you choose not to trust, understand that distrust is equally contagious. If you exhibit distrust, others will hesitate to place their trust in you and in their colleagues. It's up to you to set the example.

Self-disclosure is one way that you go first. Letting others know what you stand for, what you value, what you want, what you hope for, and what you're willing (and not willing) to do discloses information about yourself. You can't be certain that other people will appreciate your candor, agree with your aspirations, or interpret your words and actions in the way you intend. But once you take the risk of being open, others are more likely to take a similar risk and work toward mutual understanding.

This is exactly what Masood Fakharzadeh, program manager at KLA-Tencor, experienced when he was asked to assemble an offshore product development team. In order to develop trust, he told us, "Early on I asked everyone for their help. I told them that this is the first time that I'm leading such a project, and I needed their help and expertise to make the project successful. I wanted to show them that I had full trust in them by asking them to help me." Masood reported that his demonstration of trust in them "resulted, in turn, in people opening up and sharing lots of information. This got them fully engaged, and they took ownership."

Trust can't be forced, however. If someone is bent on misunderstanding you and refuses to perceive you as either well intentioned or competent, there may be little you can do to change that perception. However, you have to remember that placing trust in others is the safer bet with most people most of the time. Humans are hard-wired to trust: they have to trust in order to function effectively in the world.<sup>9</sup>

## Show Concern for Others

The concern you show for others is one of the clearest and most unambiguous signals of your trust. When others know you will put their interests ahead of your own, they won't hesitate to trust you.<sup>10</sup> But this concern is something people have to see in your actions.

You have to listen to others, pay attention to their ideas and concerns, help them solve their problems, and be open to their influence. When you show your openness to their ideas and your interest in their concerns, your constituents will be more open to *yours*.

The simple act of listening to what other people have to say and appreciating their unique points of view demonstrates your respect for them and their ideas. Being sensitive to what others are going through creates bonds that make it easier to accept one another's guidance and advice. These actions build mutual empathy and understanding, and that in turn builds trust. Sinisa Ljubic, assistant production manager for manufacturing at Canada's Christie Digital, a leader in the digital cinema and digital display technology market, commented, "For the sake of the people you lead, you need to be accepting of others as they are. We are all human, and we need to treat people respectfully. I listen to what people have to say so that I know what is going on in their heads and hearts. Only then can I work with them to improve."<sup>11</sup>

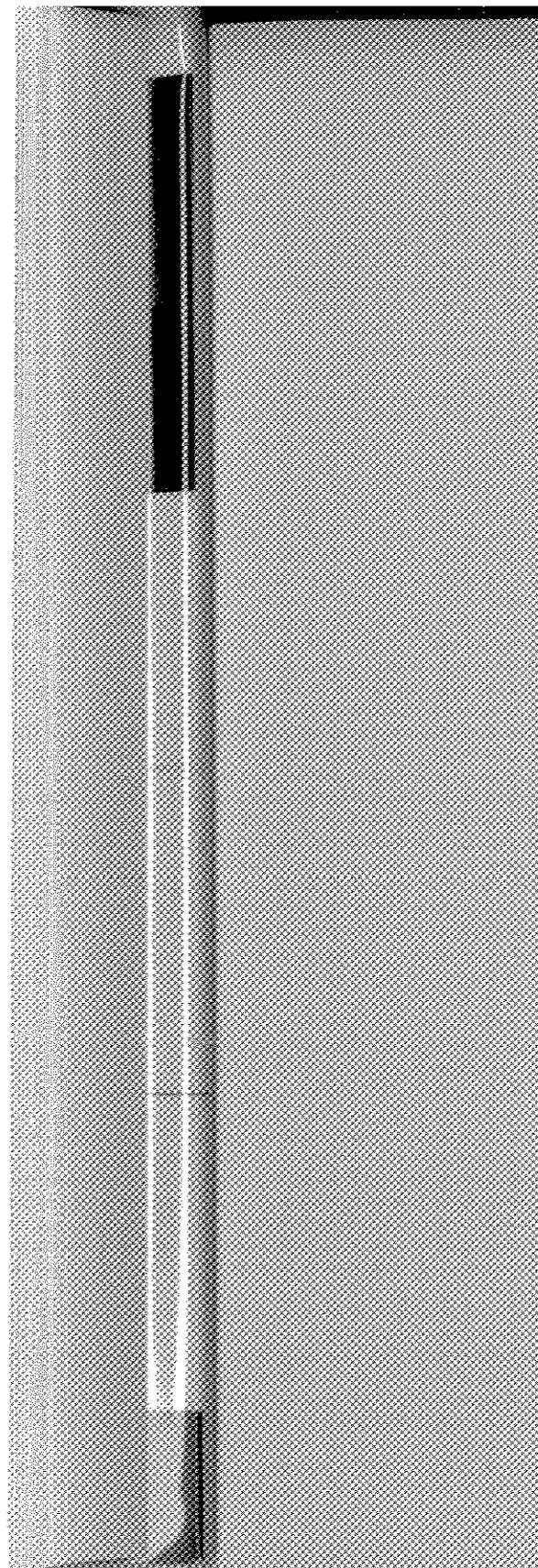
His respectfulness and listening are evident every day on the floor with his team. You see it when he encourages people to solve problems on their own, rather than jumping in to solve them himself. You see it when he arrives early to greet everyone and inquire about how he or she is doing. You see it when he takes the time to coach people who are assuming new jobs and responsibilities. For example, when Samieh Bagheri became a new manager, she needed to learn how to motivate and inspire her new employees. She was young and dedicated, and wanted to do more in her job. At times she probably took on more than she was ready to handle. Sinisa spent considerable time with Samieh, asking her questions and listening to her thoughts about how she should approach her leadership. He worked with her on the smaller issues of communication and handling the day-to-day issues. Once she had these mastered, he began coaching on conflict

management and other more difficult topics. Even when his approach might have been different from Samieh's, he supported her decisions in front of others and then coached her privately about other possible approaches.

In turn, Samieh's regard for Sinisa grew and is quite evident when she says, "He's a great leader. He has great knowledge and understanding of all of the processes in our department and is great at communicating. He has compassion for all his employees, and great personal skills. His happy attitude is contagious." Sinisa's own manager, Paul Tierney, echoes this sentiment: "He encourages his people to be independent. He coaches people respectfully in a manner that makes them feel that next time they will be able to do it on their own."

Leaders like Sinisa demonstrate how powerful listening and empathy can be in building trust.<sup>12</sup> You need to see the world through others' eyes and make sure that you consider alternative viewpoints. Your constituents have to feel that they can talk freely with you about their difficulties. For them to be open to sharing their ideas, their frustrations, and their dreams with you, they have to believe that you'll be caring and constructive in your responses; they have to feel that you know them.

It's interesting how these same skills of nonjudgmental listening and compassion show up in the people referred to as friends—and every successful leadership relationship has some element of friendship in it. Although it's not expected that you'll be everyone's best friend, researchers have demonstrated across a variety of settings that having a friend at work and having a friendly relationship with your supervisor contribute significantly to healthy and productive workplaces.<sup>13</sup> Controlled experiments also bear this out. For example, in one management simulation, whenever the person assuming the role of CEO was informed that the financial vice president was a "friend,"



the latter's influence was far more readily accepted than when their relationship was merely professional—even though in all cases the “information” presented was adequate to solve the company's problem.<sup>14</sup> When people believe that you have their interests at heart—that you care about them—they're more likely to have your interests at heart as well.

## Share Knowledge and Information

Competence is a vital component of trust and confidence in a leader. People have to believe that you know what you're talking about and that you know what you're doing. One way to demonstrate your competence is to share what you know and encourage others to do the same. You can convey your insights and know-how, share lessons learned from experience, and connect team members to expertise. Leaders who play this role of knowledge builder set the example for how team members should behave toward each other. As a result, team members' trust in one another and in the leader increases, along with their performance.<sup>15</sup>

That was exactly the approach Darrell Klotzbach took with his unit at Adobe. When he hired a new college graduate, for example, he knew “that the work and load were going to be overwhelming, so I had to pace her adjustment into the role.” He trained and coached her in the role, giving her difficult problems to solve that he had worked on in the past. “I didn't provide solutions,” says Darrell, “only guidance when she got stuck.” When he assigned work to her, he said,

I did not tell her specifically what to do, but rather set out to provide direction by sharing a vision of the goal of the work. I

gave her the freedom to act how she saw fit. The main requirement was, if she got stuck, she should come to me rather than continue to be stuck, and we would work it out. I kept an open door. In addition, I had her join me in meetings with the teams I was supporting so she could see what was being requested and how I, but eventually we, would handle these. After a while, I began asking her to take on tasks to support those efforts; and, of course, I publicly gave her credit when it was her work that accomplished results.

Shortly thereafter, nearing the end of a particularly difficult release cycle, Darrell's team was loaned two people from another team to aid their efforts. What did Darrell do? Once again, he began by asking them about their interests and what they wanted to learn, and by making sure that they understood that they were contributing something valuable—and that they, too, were valuable. Darrell modeled the value of collaboration by sharing information and teaching others techniques that he knew. He connected people in his area with those outside whom he thought folks needed to know and could learn from. He also spent time, in his words, “wandering around the shop floor so that I could pick up informal pieces of information that would be valuable for the team to know.” He would bring this news back and share it with everyone during meetings so that everyone could be as informed and up-to-date as he was about what was going on. Indeed, Darrell did such a good job sharing with others what he knew that when he took a sabbatical leave, despite some concerns about the timing, they managed, Darrell boasts, “to continue in my absence without needing to contact me during my time off.”

The fact that trust among team members goes up when knowledge and information are shared, and the fact that performance

increases as a result, underscore how important it is for leaders to stay focused on the needs of their team. If you show a willingness to trust others with information (both personal and professional), constituents will be more inclined to overcome any doubts they might have about sharing information. But if you display a reluctance to trust, and withhold information—or if you're overly concerned about protecting your turf and keeping things to yourself—you'll have a dampening effect on their trust and their performance. Managers who create distrustful environments often take self-protective postures. They're directive and hold tight to the reins of power. Those who work for such managers are likely to pass the distrust on by withholding and distorting information.<sup>16</sup> This just reinforces why it's so important for you to go first when it comes to sharing information.

## **FACILITATE RELATIONSHIPS**

People work together most effectively when they trust one another. Asking for help and sharing information then come naturally. Setting a common goal becomes almost intuitive. Certainly these were the lessons Cristian Nuñez shared in analyzing his experience as deputy manager for business development at Ultramar Agencia Maritima (Chile), where he was responsible for the growth of the national logistics unit. This unit was formed by eighteen fairly independent agencies scattered along the primary ports of the country, and their main business was to assist arriving ships with their every need in terms of customs paperwork and additional services for the crew and the ship. After a number of successful years, revenues had stalled and margins were in decline. Cristian recalled,

After little less than a month in this position I realized what kept the logistics unit from growing was—itsself! Evaluation purely based on bottom-line figures had generated a strong sense of competition between agencies, basically freezing cooperation between them. In fact, whenever cooperation was required, agencies would normally charge each other the market fee (sometimes even higher) that evidently left them with the highest prices in the market. Furthermore, a rather detached managerial style from the head office had generated some mistrust toward it from the agencies (and vice versa), having both parties thinking the other was not doing enough to improve business figures.

Cristian realized that the first thing he needed to do was to improve communication at all levels because without that, there could be no common goal or cooperation between units. So both he and his supervisor went to each of the agency sites to sit down and visit with the people involved. “I learned,” recalls Cristian, “how much relationships can improve when people meet face-to-face, even if they’d been talking on the phone almost every day. The power and long-lasting effect of direct interaction can hardly be replaced by other means of communication.”

They subsequently brought together people from each of the agencies to talk about the problem and propose solutions. Given this opportunity to work together, they quickly realized the need to align incentives to favor a collective way of doing business and came up with a profit-sharing method for collaborative deals. They also agreed to have all the agents participate in weekly telephone meetings in which they were expected to comment on business opportunities in their own as well as others’ territories. Because all agencies took part in these meetings, everyone knew where the ideas came from,

and it was easy to distribute profits. This action, says Cristian, boosted communication between agencies because “everyone wanted to be the first to come up with new business opportunities and get some of the credit for it.” These collaborative experiences were so rewarding that after a while, agencies started sharing tips directly, without the need for any assistance from Cristian and his team.

To collaborate, as Cristian discovered, people have to rely and depend on one another. They have to know that they need each other to be successful. To create conditions in which people know they can count on each other, a leader needs to develop cooperative goals and roles, support norms of reciprocity, structure projects to promote joint efforts, and support face-to-face interactions.

## **Develop Cooperative Goals and Roles**

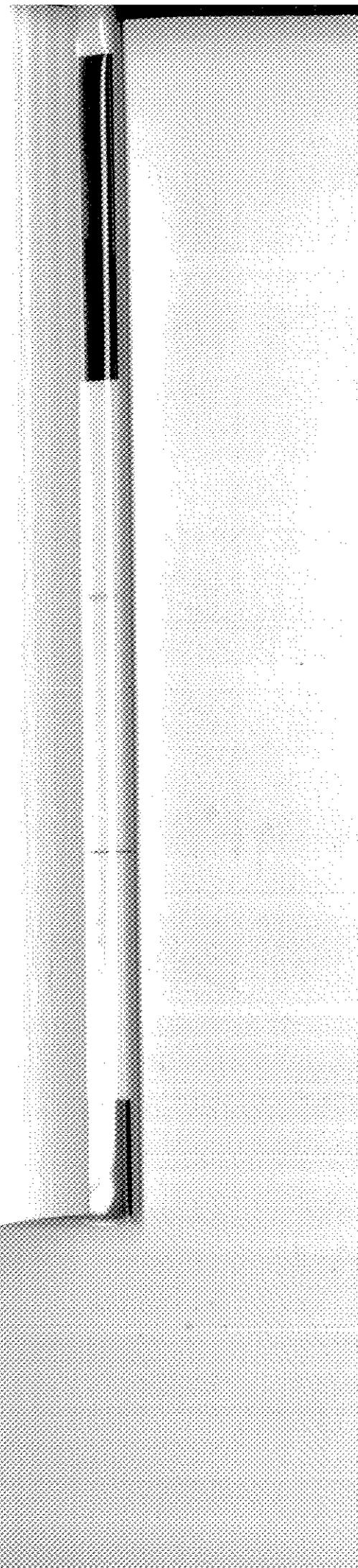
Whether they are in sports or health care, in education or management, or in the public or private sector, for a team of people to have a positive experience together they must have shared goals that provide a specific reason for being together. No one person can single-handedly educate a child, build a quality car, make a movie, create a world-class guest experience, connect a customer to the Internet, or eradicate a disease. The most important ingredient in every collective achievement is a common goal. Common purpose binds people into cooperative efforts.<sup>17</sup> It creates a sense of interdependence, a condition in which all participants know that they cannot succeed unless everyone else succeeds, or at least that they can't succeed unless they coordinate their efforts. If there's not a sense that “we're all in this together”—that the success of one depends on the success of the other—then it's virtually impossible to create the conditions for positive teamwork. If you want individuals or groups to work cooperatively, you have to give them a good

reason to do so, and that good reason is generally expressed as a goal that can only be accomplished by working together.

This is exactly what Tyson Marsh recalls about his personal-best leadership experience, an effort to set up a rescue relief area in a "filthy and disorganized public school" following the horrific events of September 11, 2001. Tyson understood that to accomplish this task, he needed many people with a variety of talents and motivations to work together; he knew that this would require them all to have the same end goal in mind. Tyson wasn't anyone's boss, and he had no formal authority. He was just a volunteer like everyone else. But he saw an opportunity to make a difference.

"If I was going to get this done," Tyson said, "I would need supplies, support, and, above all, I needed other volunteers to get on board." Six young volunteers approached Tyson and asked what he would like them to do: "I took the time with each one to explain what needed to be done in order to transform this space, and each time they would listen, ask questions, and make suggestions of their own. We listened to one another's ideas, incorporating them into an overall plan which everyone felt a sense of ownership for. Within an hour, we were a team of excited and energetic volunteers ready to work hard, stretching our comfort zones to work together toward a common goal."

Tyson explained that everyone kept checking in with each other as tasks got accomplished. The team kept everything out in the open, helping maintain both a high level of trust and an appreciation for their interconnectedness. People did whatever they could do to help without being asked, and when faced with any challenges, they figured out for themselves what needed to be done. "Whether it was moving tables, removing trash, or folding blankets, every task felt important, and you could use your own creativity to solve problems." Together they turned a dirty and disheveled school cafeteria



into a clean, organized oasis where weary rescue workers could get a hot meal, take a nap, and escape, even for a moment, the grim reality of their task at Ground Zero.

Tyson, like other leaders we studied, realized that keeping individuals focused on a common goal promoted a stronger sense of teamwork than emphasizing individual objectives. For cooperation to succeed, roles must also be designed so that every person's contributions are both additive and cumulative to the final outcome. Individuals must clearly understand that unless they each contribute whatever they can, the team fails. It's like putting together a jigsaw puzzle. Each person has a piece, and if even one piece is missing, the puzzle is impossible to complete.<sup>18</sup>

## Support Norms of Reciprocity

In any effective long-term relationship, there must be a sense of reciprocity. If one partner always gives and the other always takes, the one who gives will feel taken advantage of, and the one who takes will feel superior. In such a climate, cooperation is virtually impossible. University of Michigan political scientist Robert Axelrod dramatically demonstrated the power of reciprocity in the well-known study of what's known as the Prisoner's Dilemma.<sup>19</sup> The dilemma is this: two parties (individuals or groups) are confronted with a series of situations in which they must decide whether or not to cooperate. They don't know in advance what the other party will do. There are two basic strategies—cooperate or compete—and four possible outcomes based on the choices players make: win-lose, lose-win, lose-lose, and win-win.

The maximum *individual* payoff comes when the first player selects an uncooperative strategy and the second player chooses to cooperate in good faith. In this "I win but you lose" approach, one

party gains at the other's expense. If both parties choose not to cooperate and attempt to maximize individual payoffs, then both lose. If both parties choose to cooperate, both win, though the individual payoff for a cooperative move is less than for a competitive one (in the short run).

Bob invited scientists from around the world to submit their strategies for winning in a computer simulation of this test of win-win versus win-lose strategies. "Amazingly enough," says Bob, "the winner was the simplest of all strategies submitted: cooperate on the first move and then do whatever the other player did on the previous move. This strategy succeeded by eliciting cooperation from others, not by defeating them."<sup>10</sup> Simply put, people who reciprocate are more likely to be successful than those who try to maximize individual advantage.

The dilemmas that can be successfully solved by this strategy are by no means restricted to theoretical research. Similar predicaments arise every day: Should I try to maximize my own personal gain? What price might I pay for this action? Should I give up a little for the sake of others? Will others take advantage of me if I'm cooperative? Reciprocity turns out to be the most successful approach for such daily decisions, because it demonstrates both a willingness to be cooperative and an unwillingness to be taken advantage of. As a long-term strategy, reciprocity minimizes the risk of escalation: If people know that you'll respond in kind, why would they start trouble? And if people know that you'll reciprocate, they know that the best way to deal with you is to cooperate and become recipients of your cooperation.

Reciprocity leads to predictability and stability in relationships. It's less stressful to work with others when you understand how they will behave in response—especially to your own behavior in negotiations and disagreements.<sup>11</sup> Harvard professor of public policy

Robert Putnam explains, “The norm of generalized reciprocity is so fundamental to civilized life that all prominent moral codes contain some equivalent of the Golden Rule.”<sup>22</sup> When you treat others as you’d like for them to treat you, it’s likely that they’ll repay you many times over.

This was precisely Florian Bennhold’s reaction after interviewing with Wilson Rickerson, who ran his own consulting business on energy policy issues. “Wilson built our relationship on trust,” says Florian. “He made clear that he was willing to take the first step. After a few hours, he invited me to work on a project with him, and he immediately started sharing his contacts with me mainly through direct introductions. I remember telling my wife how excited I was to work with him because I felt that he trusted my abilities.” And the payoff was clear: “I knew that because of Wilson’s trust, support, and the way he made me feel, I performed better than I ever expected.” What’s more, says Florian, “I felt compelled to reciprocate Wilson’s trust.”

Once you help others succeed, acknowledge their accomplishments, and help them shine, they’ll never forget it. The “norm of reciprocity” comes into play, and they are more than willing to return the favor. Whether the rewards of cooperation are tangible or intangible, when people understand that they will be better off by cooperating, they’re inclined to recognize the legitimacy of others’ interests in an effort to promote their own welfare.

## **Structure Projects to Promote Joint Effort**

People are more likely to cooperate if the payoffs for interdependent efforts are greater than those associated with working independently. Many people growing up in Westernized countries that emphasize individualistic or competitive achievement have the perception that

they'll do better if everyone were each rewarded solely based on his or her individual accomplishments. They're wrong. In a world that's trying to do more with less, competitive strategies lose to strategies that promote collaboration.<sup>23</sup>

The motivation for working diligently on one's own job while keeping in mind the overall common objective is reinforced when it is the end result that gets rewarded and not simply individual efforts. Most profit-sharing plans, for example, are based on meeting the company's goals and not simply those of separate independent units or departments. Certainly each individual within the group has a distinct role, but on world-class teams, everyone knows that if he only does his individual part well, he is unlikely to achieve the group's goal. After all, if you could do it alone, why would you need a team? Soccer isn't a one-on-eleven sport; hockey isn't one-on-six; baseball isn't one-on-nine; basketball isn't one-on-five.<sup>24</sup> These sports require team effort—as do all organizational achievements.

Cooperative behavior requires individuals to understand that by working together they will be able to accomplish something that no one can accomplish on his or her own. Jim Vesterman considered himself a reasonably good team player, yet he learned an indelible lesson in the power of group effort when he joined the Marine Corps.<sup>25</sup> It started on his first day of boot camp at Parris Island as he and his fellow recruits learned to make their beds—when Jim learned that you can't survive without helping the guys next to you. His experience went something like this: the men are told that their objective is to have every bed in the platoon made; the drill instructor begins counting, and everyone has three minutes to make his bed (“hospital corners and the proverbial quarter bounce”); they step back in line when done. So, Jim explains, he made his bed, stepped back in line, and felt “pretty proud, because when three minutes were up, there weren't more than ten men who had

finished.” However, the drill instructor wasn’t handing out any congratulations; rather, he was shouting out that they had all day to get this right, looking at all the beds that were unfinished.

Jim ripped off the sheets again . . . and again, and again. Finally the drill instructor looked him in the eye and pointed out, “Your bunkmate isn’t done. What are you doing?” Apparently, Jim had been thinking that he was done while his bunkmate struggled. Finally, the light dawned on Jim, and working together with his bunkmate, they made both beds, and much faster than they had each done on his own. Still, not everyone in the platoon was finishing on time. The two of them looked at one another and realized that although they might be done, they had to help their buddies next to them, and then those next to them, and so on. Jim went from thinking that he’d do as good a job as he could on his assignment to “making beds for *anyone* who needed help” and appreciating that they were all in this together.<sup>26</sup>

You can also structure joint efforts by emphasizing long-term rather than short-term payoffs. That is, make certain that the long-term benefits of mutual cooperation are greater than the short-term benefits of working alone or competing with others. You need to get people to realize that by working together they can complete the project faster than by thinking about any short-term (or individual) victories resulting from doing their own thing or complaining or blaming or competing with others for scarce resources.

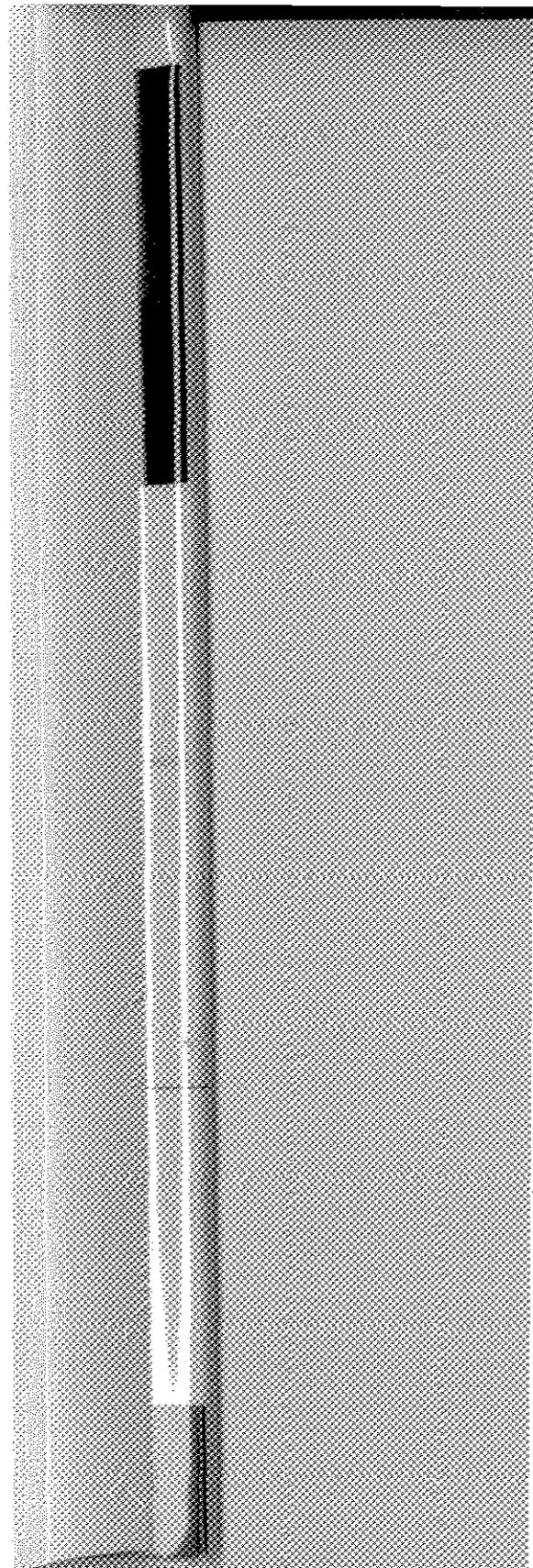
## **Support Face-to-Face Interactions**

Group goals and roles, shared identity, reciprocity, and promoting joint effort are all essential for collaboration to occur, but positive face-to-face interaction is also vital. People can act as a cohesive team only when they can have some amount of face time with each other.

This is true not only locally but also in globally distributed relationships. Getting to know others firsthand is vital to cultivating trust and collaboration. And this need for face-to-face communication increases with the complexity of the issues,<sup>27</sup> as Wilson Chu, program manager at RingCentral, realized: “Until you see someone’s face, they are not a real person to you.”

This is why while managing an offshore development team, he asked people to turn on their webcams so that everyone could see one another. He felt that this made “everyone more comfortable with expressing their ideas because it made the interactions more personal—we each had more than just a name; we also had a face.” It’s the leader’s job, as Wilson points out, to provide frequent and lasting opportunities for team members to associate and intermingle among disciplines, among departments, and across continents. Technology and social media can certainly enhance communications. Virtual connections abound, and in a global economy, no organization could function if people had to fly halfway around the world to exchange information, make decisions, or resolve disputes. That said, the stroke of a key, the click of a mouse, or the switch of a video doesn’t get you the same results as an intimate in-person conversation. There are limits to virtual trust. Firsthand experience with another human being is just a more reliable way of creating identification, increasing adaptability, and reducing misunderstandings.<sup>28</sup>

Virtual trust, like virtual reality, is one step removed from the real thing. Human beings are social animals; it’s in people’s nature to want to interact, and bits and bytes make for a very weak social foundation.<sup>29</sup> It’s certainly true that work relationships in today’s global economy depend more and more on electronic connections, and many work “places” are virtual in nature. But you have to reconcile the reality of virtual organizations with the knowledge that building trust depends on getting to know one another deeply. In



addition to relying on emails, instant messages, teleconferences, and videoconferences, you need to look to other technologies such as the bike, the car, the train, and the airplane.

People who expect durable, frequent face-to-face interactions in the future are more likely to cooperate in the present. Knowing that you'll have to deal again with someone tomorrow, next week, or next year ensures that you won't easily forget about how you've treated him and how he's treated you. This makes the impact of today's actions on tomorrow's dealings that much more pronounced. In addition, frequent interactions between people promote positive feelings on the part of each for the other. Encouraging people to transfer between team sites for a period of time ensures familiarity with the culture and practices of their peers. This notion of durable interactions may seem quaint and anachronistic in this global economic environment, in which speed is a competitive advantage and loyalty is no longer a strong virtue. But that doesn't make the reality disappear. Begin with the assumption that in the future you'll be interacting with this person again in some way and that this relationship will be important to your mutual success.



## TAKE ACTION

### **Foster Collaboration**

"You can't do it alone" is the mantra of exemplary leaders—and for good reason. You simply can't get extraordinary things done by yourself. Collaboration is the master skill that enables corporations, communities, and even classrooms to function effectively. Collaboration is sustained

when you create a climate of trust and facilitate effective long-term relationships among your constituents. You have to promote a sense of mutual dependence—feeling part of a group in which everyone knows he or she needs the others to be successful. Without that sense of “we’re all in this together,” it’s virtually impossible to keep effective teamwork going.

Trust is the lifeblood of collaborative teamwork. To create and sustain the conditions for long-lasting connections, you have to be able to trust others, they have to trust you, and they have to trust each other. Without trust you cannot lead, or get great things accomplished. Share information and knowledge freely with your constituents, show that you understand their needs and interests, open up to their influence, make wise use of their abilities and expertise, and—most of all—demonstrate that you trust them before you ask them to trust you.

The challenge in facilitating relationships is making sure people recognize how much they need one another to excel—how interdependent they really are. Cooperative goals and roles contribute to a sense of collective purpose, and the best incentive for people to work to achieve shared goals is the knowledge that you and others will reciprocate, helping them in return. Help begets help, just as trust begets trust. By supporting norms of reciprocity and structuring projects to reward joint efforts, you enable people to clearly understand that it's in their best interest to cooperate. Get people interacting and encourage face-to-face interactions as often as possible to reinforce the durability of relationships.

Exemplary leaders *Foster Collaboration by building trust and facilitating relationships*. This means you need to

- Explicitly say to your constituents, "I trust you." Saying it matters, and, obviously, you'd better mean it.
- Extend trust to others first, even if they haven't already extended it to you.
- Share information about yourself—your hopes, your strengths, your fears, your mistakes—the things that make you who you are.
- Spend time getting to know your constituents and find out what makes them tick.
- Show concern for the problems and aspirations others have.
- Listen, listen, and listen some more.
- Put the interests of the organization and of your constituents ahead of your own.
- Clearly articulate and frequently repeat the common goal that you are all striving to achieve, the shared values that are important, and the larger purpose of which everyone is a part.
- Do someone a favor. If he or she does one for you, reciprocate.
- Structure projects so that there is a common goal that requires cooperation.
- Make sure that people understand how they are interdependent with one another.
- Find ways to get people together face-to-face.

Use *The Leadership Challenge Mobile Tool* app to immediately integrate these activities into your life and make this practice an ongoing part of your behavioral repertoire.

