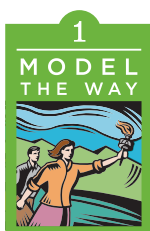




INTRODUCTION

Research shows that highly engaged 'best workplaces' are far more profitable over the long term. There is also unanimous agreement that leadership behaviour is the single most important factor for engagement. In particular, 5 Exemplary Leadership Practices® account for approximately 37% of engagement in Australian workplaces. You can start applying these 5 practices in your business today. Follow these basic guidelines:



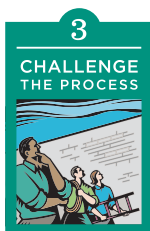
MODEL THE WAY

1. Every leader must decide what values and principles they are going to lead from and apply these everyday. They are most especially relevant when fear, busyness or personal gain affects your leadership integrity. You need to be an influence for trust, excellence and integrity.
2. Keep telling your team, clients etc. your values—whenever and wherever you can. Then align your actions with those values by making sure you know what they actually look like in the real world.
3. Finally keep inviting feedback on your behaviours. Be humble, listen, admit fault when you have failed to live up to your values. No one expects perfection, but they do expect honesty and integrity at all times.



INSPIRE A SHARED VISION

1. Find out what you are prepared to strive for and suffer for personally (beyond money and security). You need to find out what brings you meaning, particularly as a leader.
2. Find out what excites your team members—what future do they want to create?
3. Paint a picture of a future you and they are personally excited by (see above), and speak about it at least 10 times more often than you think you need to. Make it part of your meetings, part of your updates. Breathe life into it.
4. Tell story after story of success in your team i.e. when people are living the vision let everyone know (in story form)Éthis is an extremely important source of inspiration and motivation.
5. Make sure your goals, strategies, KPI's and plans are truly aligned with the vision. You have to bring discipline and accountability to the vision to make it real.



CHALLENGE THE PROCESS

1. If you are serious about your vision... you are going to have to start challenging the process—this is the starting point and the 'why' of challenging the process.
2. Earmark areas for improvement and then start experimenting (with built in team reflection & learning cycles). You have to make it safe for people to experiment, fail and learn.
3. Get outside of your paradigm, go on courses, attend conferences—do whatever it takes to stretch your thinking and challenge your industry knowledge.
4. Push people to do it better... people want to excel, they want to contribute... push them beyond their limits... (but not at the expense of health and family).



ENABLE OTHERS TO ACT

1. As a leader it's your role to build trust and collaboration. As a leader you need to hold the success of the whole in mind, not just the parts.
2. In enabling your own team, make sure your standards are crystal clear first. Without clear standards you will fail at this practice and end up in management by abandonment or micromanagement.
3. Do everything you can to increase your team's skills and levels of autonomy and power. Your role is to empower and develop the next generation of leaders in your team. Ideally you need to replace yourself. That is truly practicing Enable Others to Act.
4. Always use a coaching style when you can—ask before you tell...



ENCOURAGE THE HEART

1. Assuming your standards are high and clearly explained you are going to have many opportunities to recognise team members in achieving those standards. Say thanks as often as you can... recognise great performance and great values based behaviour. It matters.
2. Take the time to reflect on team achievements and wins and celebrate together. This is an important human ritual.
3. Surprise thanks are the best and most meaningful thanks. So whenever you can surprise people with recognition and thanks—it shows you are paying attention and that they matter.
4. Personalise recognition whenever you can. Make sure you know what each team member's values are... know your team so you can thank them in a way that shouts out you care and that they matter.

RESOURCES

1. Our book, *Extraordinary Leadership in Australia and New Zealand*, features 25 real life case studies of inspirational leadership, with practical tips and practice ideas.
2. You can connect with Michael Bunting on LinkedIn—mention the FPA conference, and you will receive regular tips, articles and updates on both leadership and mindfulness.
3. You can visit www.worksmart.net.au for more reading and resources, or search for more of Jim Kouzes and Barry Posner's books online.