

# Nine Practices of Leadership Summary

[Nine Practices of 21st Century Leadership](#): A Guide for Inspiring Creativity, Innovation, and Engagement  
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#	Practice	Description	Principles derived from	Guidelines and rules of practice	Supporting models, techniques, and tools	Additional resources
1	Analyzing like detectives	Investigate problems to get at root causes	Put others first Encourage change Collaborate with others Develop leadership practices continuously	Six Fundamental Laws of Organizational Systems Three Levels of Performance Four Common Mistakes When Designing and Managing Performance Levels	Anatomy of Performance (AOP) Human Performance System (HPS) Troubleshoot the HPS Performance Chain <a href="#">Six Boxes® Model</a>	<a href="#">Serious Performance Consulting</a> <a href="#">The Ten-Day MBA</a> <a href="#">Performance Architecture</a> <a href="#">Human Competence</a> <a href="#">Improving Performance</a> <a href="#">Organizational Intelligence</a> <a href="#">performancedesignlab.com</a> <a href="#">sixboxes.com</a> <a href="#">ispi.org</a>
2	Diagnosing and treating like doctors	Clarify gaps between a current and desired states before determining solutions (usually more than one) to mitigate gaps	Put others first Encourage change Collaborate with others Develop leadership practices continuously	Results Improvement Process (RIP)	Seven Key AOP Alignment Points Data Gathering Techniques	<a href="#">Serious Performance Consulting</a> <a href="#">Baldrige Award Winning Quality</a> <a href="#">Handbook of Task Analysis Procedures</a> <a href="#">Performance Consulting</a> <a href="#">Strategic Business Partner</a> <a href="#">Handbook of Human Performance Technology</a> <a href="#">Performance-Based Evaluation</a> <a href="#">Baldrige Performance Excellence Program</a> <a href="#">ispi.org</a>

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3	Finding key behaviors like social psychologists	With diagnosis: (1) identify harmful key behaviors that need to be replaced; or (2) if no harmful key behaviors exist, determine new key behaviors needed (involves goal and metric before identifying key behaviors)	Put others first Encourage change Collaborate with others Develop leadership practices continuously	Poreto Principle Golden Rule of Habit Change Three Keys to Influence Change	Six Sources of Influence™	<a href="#">The Power of Habit</a> <a href="#">Influencer</a> <a href="#">Crucial Conversations</a> <a href="#">Crucial Accountability</a> <a href="#">All washed Up!</a> (video) <a href="#">Change Habits</a> (video) <a href="#">Behaviour Change</a> (video) <a href="#">Corporate Executive Board</a> <a href="#">Skillsoft's Books24x7</a> <a href="#">Aberdeen Group</a> <a href="#">Bersin by Deloitte</a> <a href="#">APQC</a> <a href="#">Process Excellence Network</a> <a href="#">Human Capital Institute</a> <a href="#">Human Capital Media strategy+business</a>
4	Communicating like agents	Influence others to want change and adapt key behaviors; involves communicating on behalf of stakeholders who might not be represented in decision-making conversations	Believe in others Connect with others Put others first Give up control Encourage change Collaborate with others	Influence Tactics for Those Assigned to Manage Individual Contributors and Teams Tactics for all formal roles to Influence Others to Act Marquet's Clarity Approach Sinek's <i>Why</i> Concept Blanchard, Zigarmi, and Zigarmi on Commitment	Grenny et al on Motivation Drexler/Sibbet Team Performance Model®	<a href="#">Turn the Ship Around!</a> <a href="#">Start with Why</a> <a href="#">Helping People Win at Work</a> <a href="#">The 3 Keys to Empowerment</a> <a href="#">Multipliers</a> <a href="#">The Five Dysfunctions of a Team</a> <a href="#">How Great Leaders Inspire Action</a> (video) <a href="#">www.grove.com</a>
5	Directing like guides	Help others improve their capabilities to adapt needed key behaviors	Develop leadership practices continuously	Refer to next column →	<a href="#">Situational Leadership® II</a> <a href="#">Cognitive Apprenticeship</a> <a href="#">Bandura's Vicarious Learning</a> Grenny et al's Personal Ability	<a href="#">Influencer</a>

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6	Nurturing like gardeners	Change the environment to make choosing key behaviors easier	<ul style="list-style-type: none"> <li>Believe in others</li> <li>Connect with others</li> <li>Put others first</li> <li>Give up control</li> <li>Encourage change</li> <li>Collaborate with others</li> </ul>	Refer to next column →	<ul style="list-style-type: none"> <li>Grenny et al and Structural Ability Tactics</li> <li>Handshaw and Performance Support Solutions</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Influencer</a></li> <li><a href="#">Training that Delivers Results</a></li> <li><a href="#">kenblanchard.com</a></li> </ul>
7	Facing the unknown like lions	Listen seriously and more effectively than how most listen to others; Receive needed feedback from those you work with to improve your leadership practices	<ul style="list-style-type: none"> <li>Connect with others</li> <li>Put others first</li> <li>Give up control</li> <li>Develop leadership practices continuously</li> </ul>	Kouzes and Posner Advice on Receiving Feedback	<ul style="list-style-type: none"> <li>Serious Listening Techniques</li> <li>Graves' Five Levels of Listening</li> <li>Nine Practices 360-Feedback Diagnostic Tool</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">8<sup>th</sup> Habit</a></li> <li><a href="#">Just Listen</a></li> <li><a href="#">The World's Most Powerful Leadership Principle</a></li> <li><a href="#">Power Score</a></li> <li><a href="#">The 7 Reasons Why 360 Degree Feedback Programs Fail</a> (webpage)</li> <li><a href="#">360 Degree Feedback: The Good, the Bad, and the Ugly</a> (webpage)</li> <li><a href="#">Shh! Sound health in 8 steps</a> (video)</li> <li><a href="#">5 ways to listen better</a> (video)</li> </ul>
8	Developing like scouts	Search outside the organization for ideas, improvement opportunities, and prospective talent who potentially could improve the team and organization	<ul style="list-style-type: none"> <li>Collaborate with others</li> <li>Develop leadership practices continuously</li> </ul>	<ul style="list-style-type: none"> <li>Build Your Network of Talent</li> <li>Kouzes and Posner's Tactics for Generating New Ideas</li> </ul>		<ul style="list-style-type: none"> <li><a href="#">Who</a></li> <li><a href="#">The Leadership Challenge</a></li> </ul>
9	Communicating like broadcasters	As stewards, help others learn from your successes beyond your team and even your organization; contribute to developing your profession	<ul style="list-style-type: none"> <li>Believe in others</li> <li>Put others first</li> <li>Collaborate with others</li> <li>Develop leadership practices continuously</li> </ul>		<ul style="list-style-type: none"> <li>Maxwell's Eight Guidelines for Connecting with Others</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">The 21 Irrefutable Laws of Leadership</a></li> </ul>