

Chapter 6 Summary

Enlist Others

Nicole Paige

LS318 Dynamics of Biblical Leadership

Beulah Heights University

Professor McLeod

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In Chapter in 6 we learn about the importance of enlisting others. James Kouzes and Barry Posner state “enlisting others is all about igniting passion for a purpose and moving people to persist against great odds.” They go on to state that a major component of enlisting others is finding shared interest between the leader and the people that are to be enlisted. Find out the essential objectives of the people, motivated and encourage them to have faith and trust in their leader and in themselves to accomplish the mission. Leaders must not assume that their vision is the only vision that matters, but incorporate the visions of all parties involved. When leaders embrace the aspirations their followers, they develop a sense of pride, commitment and enthusiasm. It creates meaning in workers' lives, establishes a standard of excellence, bridges the present to the future, and transcends the status quo.

Kouzes and Posner state, “To enlist others, you need to help them see and feel how their interest and aspirations align with the vision.” They suggest, leaders need to breathe life into the vision by creating vivid imagery. When leaders include vivid images in their communications, Kouzes and Posner believe the images become a symbolic language that is transporting employees from the present to the future by telling snippets of a compelling story; a story that captures events that have yet to unfold. If followers see their leaders as trustworthy and willingness to incorporate their visions and ideals as part of the future vision, they will respond very positively with their level of engagement and commitment. The authors convey, leaders should be authentic and have the courage to be their genuine self. They imply, No one wants to connect with a phony, so it is vital that leaders believe what they want their constituents to believe, if they want to enlist others.