

Chapter 10 Summary

Strengthen Others

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In chapter 10 we learned about how a leader should share their power and create opportunities by taking the initiative to strengthen others. James M. Kouzes and Barry S. Posner states, “ Leaders accept and act on the paradox of power: you become more powerful when you give your power away.” Great leaders recognize their leadership is most effective when they empower others to step up and lead. These leaders have realized that helping people find purpose produces superior results, rather than forcing and intimidating subordinates into being loyal followers.

Kouzes and Posner further state, “By giving employees genuine autonomy, leaders can reduce the sense of powerlessness and stress that people feel and increase their willingness to exercise more fully their capabilities.” When leaders are authentic in their interactions, they will empower people to lead in their own authentic way. These followers will be eager, energetic, and engaged. The leader must understand this process takes training, practice, and the ability to accept mistakes as a part of the journey, therefore the leader must foster an environment of trust and helping employees learn from successes and analyze failures.

“Leaders need to provide coaching, because no one ever got to be the best without the constructive feedback, probing questions, and active teaching by respected coaching,” states Kouzes and Posner. A great leader and coach will ask the kind of questions that help their constituents find their light and brighten it. The conventional way of leading, which tells us we must find and fix our weaknesses, is outdated and disengaging. Today's leaders must invest, embrace, and capitalize on the uniqueness and strengths of each of their team members. This will not only ensure that they succeed as leaders at work, but also succeed as leaders of their lives.