



Our **LEADERSHIP CHALLENGE®** Overview



The Leadership Challenge® Workshop is an intensive program based on the award-winning book, The Leadership Challenge, by Jim Kouzes and Barry Posner. Jim Kouzes is the Dean's Executive Fellow of Leadership at Santa Clara University and Barry Posner is Accolti Endowed Professor of Leadership and former Dean (1997 – 2009) of the Leavey School of Business, Santa Clara University.

The two-day programs are highly interactive and stimulating. Participants experience and apply **The Five Practices of Exemplary Leadership®** through video case studies, workbook exercises, group problem-solving tasks, facilitated lectures and experiential learning activities.

The leadership curriculum is based on research collected from over one million leaders and ten million constituents in a variety of private and public sector organizations. This research, collected over the past 30 years, identifies the five practices that characterize how ordinary people get extraordinary things done in organizations. Individuals who increase the frequency of these five leadership practices have been proven to have higher credibility and higher performing teams through a more engaged workforce. Through this work, it has been shown that leadership is a learned behavior, and that individuals who experience our programs do in fact increase their leadership effectiveness. Our ultimate goal is to liberate the leader in everyone.

Our workshops include the leading industry 360° assessment tool, The Leadership Practices Inventory (LPI). The LPI is a highly-refined, behavioral-based 360° survey instrument which collects data on the frequency with which one exhibits 30 leadership behaviors, each related to one of **The Five Practices of Exemplary Leadership®**. These leadership behaviors have emerged from research begun by Jim Kouzes and Barry Posner in 1983, and form the core of our approach to leadership skills development. Participants receive valid and reliable feedback on how others perceive them as leaders. Prior to the workshop, each participant and the Observers chosen, completes the LPI and the resulting report is shared with the participant in the workshop. The reliability and validity of this instrument is continually confirmed by the doctoral theses based on it – over 800 have been written to date.

For more information, go to www.theleadershipchallenge.com.

Lead 'em with Love

Stephen Hoel
Certified Master of The Leadership Challenge®



OVERVIEW OF THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP® AND THE TEN COMMITMENTS

LEADERS:



Model the Way

1. Clarify values by finding your voice and affirming shared values.
2. Set the example by aligning actions with shared values.



Inspire a Shared Vision

3. Envision the future by imagining exciting and ennobling possibilities.
4. Enlist others in a shared vision by appealing to shared aspirations.



Challenge the Process

5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
6. Experiment and take risks by constantly generating small wins and learning from experience.



Enable Others to Act

7. Foster collaboration by building trust and facilitating relationships.
8. Strengthen others by increasing self-determination and developing competence.



Encourage the Heart

9. Recognize contributions by showing appreciation for individual excellence.
10. Celebrate the values and victories by creating a spirit of community.

As a result of this workshop, participants are better able to...

- Identify their own leadership strengths and areas for improvement.
- Communicate fundamental values and beliefs.
- Focus peoples' efforts on key values through their own actions.
- Understand and support your organization's culture, its strategic direction, and your contribution to the company's success.
- Inspire others to share a common vision.
- Search for opportunities to take the risks needed for growth.
- Build collaboration, teamwork, and trust.
- Strengthen others' abilities to excel.
- Recognize the accomplishments of others.
- Have fun while working hard.

Intended Audience:

Executives, managers, project or team leaders and anyone interested in leadership and improving leadership skills.