

THE LEADERSHIP CHALLENGE® WORKSHOP

OVERVIEW:

The purpose of The Leadership Challenge® Workshop is to improve the abilities of participants to lead others to get extraordinary things done in their firms.

Leadership Is Learned

In research conducted by Kouzes and Posner analyzing data instrument and case data collected from over 25,000 leaders and 100,000 constituents in a variety of private and public sector organizations, it was found that Five Practices of Exemplary Leadership® can be learned. Leaders model the way. Leaders have strong beliefs about matters of principle. To be able to clearly articulate their beliefs, leaders find their voice by clarifying personal values. But clarity is not enough. To be credible, Leaders do what they say they will do. They set the example by aligning actions with shared values. Leaders inspire a shared vision. They look across the horizon of time and envision an uplifting future. Leaders are positive, they bring the future to life, and they enlist others in a common cause. Leaders challenge the process. They are pioneers, willing to step out and change the way things are. They experiment and take risks and learn from the accompanying mistakes. Leaders enable others to act. They know they cannot do it alone, so they foster collaboration and strengthen others. By actively involving people in planning and decision-making, and through daily acts of trust and respect leaders increase the competence and confidence of their constituents. Leaders encourage the heart. The climb to the top is arduous and steep, and because leaders ask constituents to carry out difficult tasks, they recognize and reward individuals along the way, and they celebrate the achievement of milestones. Genuine acts of caring draw people forward.

OBJECTIVES:

As a result of completing *The Leadership Challenge® Workshop*, participants will be able to:

- Describe Five Practices of Exemplary Leadership® which individuals use to get extraordinary things done in organizations.
- Describe the essential qualities that people look for and admire in leaders and their implications for their own practices.
- Articulate the leadership aspirations or values which they believe should guide the actions of the group they lead.
- Apply at least one useful leadership technique for each of The Five Practices.
- Make commitments on what they will each do as leaders to contribute to getting extraordinary things done in their firms.

TIMING: Full Day (7 hours)

OUTLINE:

1. **Leadership Is Everyone's Business**
 - Leadership defined
2. **Our Most Admired Leaders**
 - Characteristics of admired leaders
 - Common themes in admired leader case

3. **Leadership Practices Self -Inventory**
 - Introduction to The Five Practices® of Exemplary Leadership
 - Interpret the individual LPI Scores
 - Identifying areas of improvement
4. **Model The Way**
 - Admired leaders survey results
 - Leading by example
 - Finding your voice
5. **Inspire A Shared Vision**
 - Envisioning the future
 - Enlisting others
 - Experience in envisioning possibilities
6. **Challenge The Process**
 - Searching for opportunities
 - Experimenting and taking risks
 - Personal leadership challenges
7. **Enable Others To Act**
 - Video of how one leader enables and empowers others
 - Fostering collaboration
 - Strengthening others
8. **Encourage The Heart**
 - My most memorable recognition
 - Recognizing individuals
 - Celebrating team success
9. **Wrap up**