

# THE **LEADERSHIP CHALLENGE®**

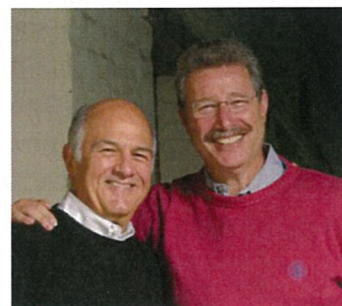
A Wiley Brand

Backed by more than 25 years of original research and data from over 3 million leaders, **The Leadership Challenge®** is a leadership development program by bestselling authors Jim Kouzes and Barry Posner. Approaching leadership as a measurable, learnable and teachable set of behaviours, this proven leadership model proclaims Leadership Is Everyone's Business.

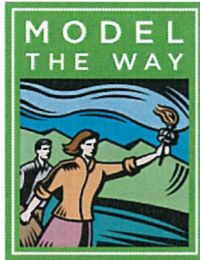
**The Leadership Challenge®** is about how leaders mobilize others to want to get extraordinary things done. It is about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It is about a climate in which people turn challenging opportunities into remarkable successes. This programme brings out the practicality of The Leadership Challenge and demonstrates how leaders can coach others towards leadership effectiveness.

**“LEADERSHIP IS THE ART OF  
MOBILIZING OTHERS TO  
WANT TO STRUGGLE FOR  
SHARED ASPIRATIONS”**

— JIM KOUZES AND BARRY POSNER,  
authors of The Leadership Challenge



## Five Practices of The Leadership Challenge

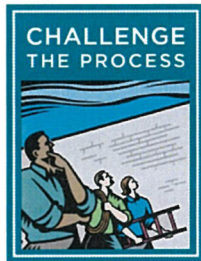
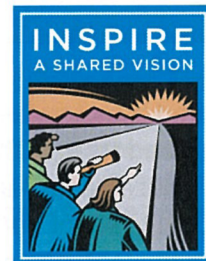


### Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow

### Inspire a Shared Vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future

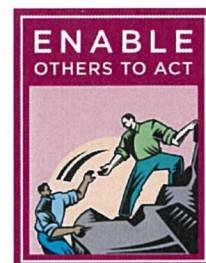


### Challenge the Process

Leaders search for opportunities to challenge the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. Leaders know how to create an environment that allows exploration, innovation to become more effective and productive

### Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful. Higher engagement of staff translates to higher productivity and profitability



### Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share the rewards of efforts, so leaders celebrate accomplishments. They make people feel like heroes



## LEADERSHIP PRACTICES INVENTORY ONLINE PROFILE

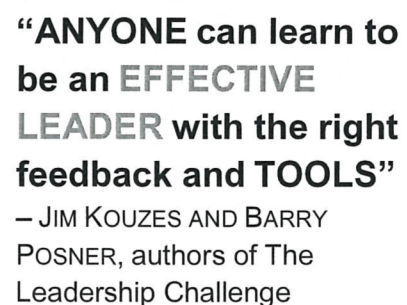
Available online 24/7, LPI Online streamlines the process of administering and participating in the LPI 360 assessment – no pencils, paper, or expensive testing facilities required

The intuitive, interactive design of LPI Online allows participants to take their assessments on any computer at their convenience – **all in only 15 minutes**

All LPI Online assessments are easily created, tracked and managed. Automated scoring means feedback reports are produced immediately and are accessible online. LPI Online's individual and group reports examine quantifiable leadership skills, allowing leaders to understand their strengths and weaknesses without the confusion of complicated report analysis

After the assessment comments understanding and action. LPI Online delivers in-depth reports that enable the organization to gain insight into entire groups of leaders via the Group Summary report, or compare results over multiple assessments to gauge development

The LPI Online Leadership assessment and Five Practices can be mapped to any mission or vision statement. The LPI Online assessment has been shown to adapt to any organization's leadership development programme



## Programme Outline

### Module 1: Introduction to

#### The Leadership Challenge® (TLC)

- ✦ What is Leadership?
- ✦ Sharing of Personal-Best Leadership Experience
- ✦ Fundamentals of Leadership

### Module 2: Orienteering, Unpacking of The Leadership Practice Inventory (LPI)

- ✦ Brief History of TLC
- ✦ The 5 Practices of Exemplary Leadership
- ✦ Unpacking of the LPI – Steps to Process LPI and Getting the Most out of it

### Module 3: Model the Way

- ✦ Model the Way and 2 Commitments
- ✦ How do you Build Credibility
- ✦ Your Values Clarity and the Impact on Organizational Commitment
- ✦ Defining Your Personal Values
- ✦ The Power of Shared Values
- ✦ Integrity - Alignment of Actions with Values
- ✦ **Coaching Practice – Clarifying Personal Values, Value-Based Self Image**

### Module 4: Inspire a Shared Vision

- ✦ Inspire a Shared Vision and 2 Commitments
- ✦ What is an Inspiring Vision – Key to strong Organizational Culture
- ✦ Crafting a Personal and Organizational Vision
- ✦ Breathing Life into your Personal Vision
- ✦ Inspiring and Enlisting others into the vision
- ✦ **Coaching Practice – Looking through the 50,000 ft perspective**

### Module 5: Challenge the Process

- ✦ Challenge the Process and 2 Commitments
- ✦ Taking Initiative and Using Outsight in Your Organization
- ✦ Taking Risks and Learning from Mistakes
- ✦ Principle of Failing Forward
- ✦ **Coaching Practice – The Disney Strategy**

### Module 6: Enable Others to Act

- ✦ Enabling Others to Act and 2 Commitments
- ✦ Powerful Time and Powerless Times
- ✦ Experiencing Collaboration
- ✦ Leading people into the Flow
- ✦ Creating High Engagement amongst staff
- ✦ **Coaching Practice – Stakeholders Exercise**

### Module 7: Encourage the Heart

- ✦ Encouraging the Heart and 2 Commitments
- ✦ Meaningful Recognition and Essentials of Encouraging the Heart
- ✦ **Coaching Practice – Celebrating the victories, understanding and meeting the “Why is it Important” question**

### Module 8: Developing a Leadership Development Plan

- ✦ Committing – Personal Leadership Development Goals