

**TIP #7 – JUNE 2006 – AN LPI WORKSHOP  
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For clients who are not quite ready to adopt The Leadership Challenge® Workshop, but who want to introduce the LPI into their organization, I have found that an LPI Workshop is an excellent way to meet their needs.

What follows is the design I use, which has been successful solution for many of my clients.

**Prior to the Workshop** and before the LPI is administered, I meet with the key contact and a sampling of executives in order to understand their business issues and their anticipated outcomes for the application of the LPI. I use *The Five Practices of Exemplary Leadership* summary article to provide a foundation of understanding for the participants, and I advise the participants about selecting observers who can provide meaningful feedback. For the administration of the LPI, I work with Fine Points Professionals [clientcare@finepointsprofessionals.com](mailto:clientcare@finepointsprofessionals.com). After the LPI is administered, I give the participants a pre-work assignment that includes reading selected pages of *The Leadership Challenge*.

The Workshop is a 6-8 hour design (depending on the number of participants) and is very similar to the one outlined in the *LPI Facilitator's Guide*. For past clients I have used the *LPI Participant Workbook*, but I plan to use the *LPI Leadership Development Planner* in the future. I also use the book, *The Leadership Challenge* as a resource during the Workshop for reflection questions that create a dialogue within the group.

**Welcome**

- Senior leader's opening comments regarding his/her LPI experience

**Three Pivotal Lessons of Leadership from the Research**

- Leadership is a Relationship
- Leadership is Everyone's Business
- Leadership is Self-Development

**Orientation to the *Leadership Practices Inventory (LPI)***

- Jim Kouzes and Barry Posner's research
- The Five Practices of Exemplary Leadership®

**Explanation of the LPI Feedback Report**

- Explain data and layout of the Feedback Report
- Analyze LPI data for a hypothetical leader
- Introduce and share initial interpretations of the group's Cumulative Percentile Ranking

### **Guide Participants Through Their Own Feedback Reports**

- How to get the most from the feedback process
- Distribute LPI Reports and acclimate to the data

### **Analyze and Interpret the LPI Feedback**

- Self-analysis of the data using a set of guided workbook questions
- Coach participants during analysis
- Share impressions with 1 to 2 partners

### **How Leaders Learn**

- The Three fundamentals of how people learn to lead

### **Individual Leadership Development Action Plans**

- Leadership Development Worksheet for self-development
- Coach participants during planning
- Share plans with 1 to 2 partners

### **Share Feedback Results and Action Plans for Development**

- Value of sharing feedback
- Guidelines for sharing feedback with manager, co-workers, direct reports and others
- Share one action each leader will take towards leadership development

### **Next Steps**

- The Best Learning Practices
- Follow-up coaching

**Immediately following the Workshop**, I work as a coach to the individual participants to help them personally interpret the LPI results, to learn to use *The Leadership Challenge* book as a resource and to make plans for follow-up with those who gave them feedback. The initial coaching time is one hour, followed by two coaching sessions after they have conversations with their observers. The two follow-up coaching sessions include a Values Clarification Exercise as well as crafting a Commitment Memo to their constituents. I have found that this process has been successful for individuals as they create a map for their self-development. I have also found that this experience has led most participants to literally use *The Leadership Challenge* book as a field guide for their self-development, just as Jim Kouzes and Barry Posner refer to it in their preface.