

THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

JULY 2007 NEWSLETTER

**August Workshop
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The Leadership Challenge
4th Edition**

“Leadership can happen anywhere, at any time.”

—From *The Leadership Challenge, Fourth Edition*, by Jim Kouzes and Barry Posner

Welcome to The Leadership Challenge Newsletter!

This monthly publication shares stories, examples, and information about the impact of The Leadership Challenge in all kinds of organizations. As always, please let us know how we are doing; we may even contact you about featuring your ideas and stories in future editions of this newsletter.

Thoughts on the Model

Kim Chesky makes the case for why Encouraging the Heart is so right for the times—to nurture, reward, and support the next generation of leaders: the members of Generation Me. [▶ More](#)

Tips and Techniques

Dealer's Choice: a simple card game from Master Facilitator Valarie Willis that brings to life what it truly means to Enable Others to Act. [▶ More](#)

Ask an Expert

Can leaders be followers, too? Absolutely! And who better than author Jim Kouzes to explain how: focus on the process of building good leadership throughout the organization among interdependent leaders and unlock the key to high performance. [▶ More](#)

Research in the News

Are you ready for what the latest Ken Blanchard Companies survey says awaits us in the future? Armed with the Five Practices of Exemplary Leadership, you'll be prepared to face the formidable challenge of selecting and retaining key talent. [▶ More](#)

What We're Reading

In their book [The Power of Full Engagement](#), authors Jim Loehr and Tony Schwartz borrow from the world of sports-training to create a practical guide for full engagement through the management of personal energy. There is much to be gained from exploring Loehr and Schwarz' approach. As something for which leaders strive, full engagement is the core of success and fulfillment for themselves as well as their constituents.

The authors lay out the foundation for their belief that the key to success is to be fully aware of and to manage one's expenditure and renewal of energy in four key areas: physical, mental, emotional, and spiritual. The book includes a handy guide for creating a Full Engagement Personal Development guide with "how-to's" and case studies.

Readers may find much of this approach to be common sense and I found it to be somewhat repetitive. However, it does offer two novel ideas that I believe could be particularly useful for leaders:

The distinction between our energy and our time. The authors encourage us to explore seeing energy (as opposed to time) as the capital we have to spend. For example, I may divide up my time effectively but if I am not fully engaged during that time I am missing an opportunity to step to the next level. Practice is key to peak performance and practice with full engagement leads to exceptional performance.

Another interesting concept was that the use of will power expends energy. Instead of exerting will power, if one can develop habits that make desired behaviors compelling and automatic, one conserves energy.

Although the focus of this book is on personal development, I think it is an easy step to apply the thinking to leadership development. If you believe that being fully engaged has relevance to your capacity to lead effectively, you may find this book useful.

[Beth High](#) is a Master Facilitator of The Leadership Challenge® Workshop. She is currently at work on The Leadership Challenge® Leadercast project.

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