

THE LEADERSHIP CHALLENGE

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JANUARY 2008 NEWSLETTER

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“People expect their leaders to speak out on matters of value and conscience. But to speak out you have to know what to speak about. To stand up for your beliefs, you have to know what you stand for.”

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

Welcome to The Leadership Challenge Newsletter 2008!

Happy New Year! 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.

Join the conversation on our new Leadership Challenge blog: [LeaderTalk](#)

Thoughts on the Model

How am I doing? Jim Kouzes speaks to the importance of leaders seeking feedback, positive and negative, from their constituents. [More](#)

Tips and Techniques

Help your next group of developing leaders go deep into the practice of Inspiring a Shared Vision with this detailed process—plus supplementary materials—that explore what it takes to master the Three Roles of Leaders. [More](#)

Ask an Expert

Values. Traits. Characteristics of Admired Leaders. What's the connection? Master Facilitator Sharon Landes helps clarify the differences and offers advice on why it is important to pay close attention to all three. [More](#)

Rants and Raves

A powerful study of The Leadership Challenge in action when Annapolis Valley Health in Nova Scotia turned to The Five Practices of Exemplary Leadership to build a common language, develop an effective leadership model, and create a healthy workplace through transformational leadership. [More](#)

What We're Watching

Just over a year ago, Marisa Kelley joined the editorial team that works with Jim Kouzes and Barry Posner to develop new tools and new ways to apply the practices of The Leadership Challenge®. As she becomes more and more familiar with the model, she finds herself applying the tenets of the Five Practices to world events, personal experiences, novels, and movies. Here she shares a unique perspective on where to look to find the power of these concepts in action.

"In the winter, I love to curl up on the couch and watch my all-time favorite classic movie: **The Sound of Music**. Based on a true story, young Maria—a novitiate wavering in her commitment to the religious life—is assigned as a governess to a large Austrian family. The widowed patriarch, Captain Von Trapp, runs his family with military precision which Maria initially attempts to follow. But as she settles into the household, she becomes a model of The Leadership Challenge practice of Challenging the Process. She brings liveliness to family dinners and encourages the children to both explore their talents and express their emotions. Although the Captain is astonished and impatient by her actions at first, he slowly begins to see the positive results from her Encouraging the children's Hearts and Enabling them to Act. By the end of the movie, Captain Von Trapp has been won over by her practices, so much that he marries her and the family escapes the Nazis. Ahhh . . . a happy leadership ending!"

[Marisa Holland Kelley](#) is Assistant Editor at Pfeiffer and works extensively with The Leadership Challenge® to expand and promote the application of the model.

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