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# THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

JUNE 2009 NEWSLETTER

Kouzes & Posner  
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“In establishing step-by-step ways to learn from both success and failure, leaders create the climate and the conditions for turning their constituents into leaders themselves.

—From *The Leadership Challenge*, 4th 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.

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### Thoughts on the Model

Sonoma Leadership Systems, a sponsor of The Leadership Challenge Forum 2009, sets an inspiring example of how to tap into the history of a place and its people to draw together important leadership lessons that shed light on the challenges leaders face today. [More](#)

### Tips and Techniques

Link learners to the 6th commitment of exemplary leadership—experiment and take risks—with this quick technique for using the reflective learning approach that reinforces the practice of learning from experience. [More](#)

### Ask an Expert

Barry Posner addresses how and when the LPI dimensional scores can be combined into a single, aggregate measure—suggesting both its usefulness and its limitations. [More](#)

### Rants and Raves

"Exhilarating!"

TLC has made a splash Down Under, marking its official entree into Australia with a public Leadership Challenge® Workshop that generated high praise from *Human Resources Magazine* (Australia) and demands for additional workshops throughout 2009. [More](#)

## What We're Reading

In these challenging business days, companies would be well served by paying attention to their employees. And those companies that want higher performance need not look any further than within their organization's walls.

[\*Closing the Engagement Gap\*](#) takes a look at how organizations often overlook the most important key on the leadership ring: the ability of leaders to engage employees. As authors Julie Gebauer and Don Lowman suggest, "Higher performance resides within your reach; it is within most employees who work for you. Leaders just need to turn five keys to unlock the fullest potential of their work force."

To drive engagement up, Gebauer and Lowman identify the following five things that leaders must do for their employees:

1. Know Them
2. Grow Them
3. Inspire Them
4. Involve Them
5. Reward Them

Given that only "38 percent of employees believe that their senior management is sincerely interested in their well-being," the authors make a great case for how leaders who develop relationships and show sincere interest in people have higher productivity and greater growth in earnings.

This book is filled with research data on employee engagement levels and you get to explore how to increase engagement using the five key elements by following eight selected companies that have lived these principles. Called the 'engaging eight,' these companies provide great case studies to follow along in seeing how the book's principles are applied.

It takes leadership at all levels to create and maintain an engaged workforce. When you come right down to it, it is the behaviors and actions of leaders, managers, and employees that make the difference between high and low levels of engagement.

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