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# THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

OCTOBER 2009 NEWSLETTER

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“People working with leaders who demonstrate The Five Practices of Exemplary Leadership are significantly more satisfied with the actions and strategies of their leaders....more committed, excited, energized, influential, and powerful.”

--from The Leadership Challenge, 4th Edition by Jim Kouzes & 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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Join the conversation on our Leadership Challenge blog *LeaderTalk*

[www.leadershipchallenge.com/go/blog](http://www.leadershipchallenge.com/go/blog)

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## Thoughts on the Model

In these troubled economic times, Master Facilitator Steve Houchin challenges us all to take a cue from the world's Most Admired Companies: continue to invest in your organization's valuable talent to thrive during chaos and change. [More](#)

## Tips and Techniques

Step-by-step advice from leadership development expert Beth High on how to quickly get workshop participants engaged and focused on a plan of action/reflection/response for each of the Five Practices to improve their capacity to lead. [More](#)

## Ask an Expert

Barry Posner crosses the cultural and geographical borders of leadership to address the universal application of the Five Practices and the most recent research data to back it up. [More](#)

## **Rants and Raves**

The latest data analysis reaffirms that the Leadership Practices Inventory (LPI) continues to be a reliable and valid instrument for measuring the frequency of certain behaviors--behaviors that link directly to both effective leadership and more positive and engaged followers. [More](#)

## **What We're Reading**

If you haven't yet read [Deeper Learning in Leadership: Helping College Students Find the Potential Within](#), a piece of you is missing. In this inspiring book, Dr. Denny Roberts (Miami University, Ohio) addresses the questions and concerns that all educators face when creating an effective leadership development curriculum and forging a learning culture where academic inquiry influences the hearts and souls of students. I recommend this book for all leadership educators—on- or off-campus, novice or expert.

When I was about 10 months into my career and fresh out of college, a colleague assured me by saying, “It was about five years before I understood my job and how to do it effectively.” The comment stayed with me because it reassured me that it would take time to develop a philosophy and practice that would satisfy my personal values of wisdom and effectiveness. Then, at the 2009 Leadership Challenge Forum, this gorgeous, cerulean blue book came into my life. It has fast become my primary reference for improving student leadership development programs on my campus.

For new professionals in education and consulting, one of the most daunting tasks is to learn the history and development of the field. Dr. Roberts provides an informative and concise history of higher education administration and student life that applies widely to American colleges. His nimble description demystifies the traditional organizational structure of our higher education institutions and makes clear recommendations for improvement and change.

At the heart of this work, Dr. Roberts includes three sections on leadership, organization, management, and personal development. The first section (chapter 3) provides a historical overview of leadership development theories, and then expands upon six models that are accessible and widely used on campuses today. (Of course, The Leadership Challenge is one of these six models.) The next section (chapter 4) adds the insight of various organization, management, and personal development models chosen for their relevance in preparing future leaders and enhancing their understanding and practice of the identified leadership models. In chapter 5, Dr. Roberts adds his own voice to the conversation and provides his reflections and advice based on years of success as an effective leader, manager and educator. Throughout the book, Dr. Denny Roberts humbly offers up his wisdom, always encouraging the audience to read critically and to carve his/her own path in the field.

**Deeper Learning in Leadership** also provides extensive advice on creating and improving a leadership development program that begins with the basics (determining values and needs) and provides guidance through very advanced concepts (changing the culture of a campus to promote effective learning and leadership learning). Though the book focuses on leadership development programs, it discusses college campuses holistically and shares a vision of a campus that deliberately engages students in academic inquiry and personal, emotional and social development along every step of the way.

A book of this nature could easily be intimidating. But at only about 200 pages, this work is written in a way that leaves the reader feeling empowered and invigorated. Almost from the moment I started reading, I shuttered with joy (truly—joy!) at having stumbled upon such a valuable text. Every page reflects the sophisticated lessons learned over the course of Dr. Roberts' career. Every chapter feels like an intimate discussion with an established mentor. The book is at once an inspiration and a relief.

In short, no summary of this book could do it justice. **Deeper Learning in Leadership** is a worthwhile read for anyone interested or employed in higher education and/or leadership development. I know that I will reread this book many times throughout my career, that I will rely on it as a reference, and that it has provided me with a sturdy foundation for my own inquiry into the field of leadership.

Miles Ashlock is the associate director for leadership development in the Office of Student Life at the University of California, Santa Barbara, and a first-year doctoral student at the UCSB Gevirtz Graduate School of Education. He welcomes your contact at [mashlock@education.ucsb.edu](mailto:mashlock@education.ucsb.edu).

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