

## A CLOSER LOOK AT THE LEADERSHIP CHALLENGE<sup>®</sup> WORKSHOP

### ***Workshop Objectives***

When participants complete The Leadership Challenge<sup>®</sup> Workshop, they will be able to:

- Identify their leadership strengths and weaknesses.
- Communicate their fundamental values and beliefs.
- Set the example for others by aligning their actions with their shared values.
- Express their image of the future.
- Inspire others to share a common vision.
- Search for opportunities to take the risks needed for growth.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply The Five Practices of Exemplary Leadership<sup>®</sup> to a current organizational challenge.

The Leadership Challenge<sup>®</sup> Workshop has seven modules: An opening module, a module for each of The Five Practices, and a closing module. The modules are:

- Orienteering
- Practice 1. Model the Way
- Practice 2. Inspire a Shared Vision

## WORKSHOP OVERVIEW

- Practice 3. Challenge the Process
- Practice 4. Enable Others to Act
- Practice 5. Encourage the Heart
- Committing

### ***Orienteering***

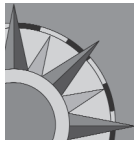
#### **Module Objectives**

When participants complete this module, they will be able to:

- Identify the common actions leaders take to get extraordinary things done in organizations.
- Name and describe The Five Practices of Exemplary Leadership®.
- Use their *Leadership Practices Inventory* (LPI) feedback to identify the leadership behaviors in which they are strong and those in which they are weak.
- Explain the meaning of the statement, “Leadership is everyone’s business.”

#### **Module Overview**

The Orienteering module is where you get the workshop started, explain the process and logistics, and build rapport among participants. You’ll do an activity to lay the groundwork for the discussion of leadership and ask participants to share the Personal-Best stories they identified as part of their pre-work. Then you’ll introduce participants to The Five Practices and walk them through a sample LPI Feedback Report before giving them time to reflect on their own LPI feedback.



## ***Practice 1. Model the Way***

### **Module Objectives**

When participants complete this module, they will be able to:

- Articulate the values that will guide their actions as leaders.
- Present examples of how they can align their stated values with their everyday leadership behavior.
- Explain why credibility is the foundation of leadership.
- Provide a behavioral example of “credible” leadership.

### **Module Overview**

The second module is designed to help participants execute the two commitments of Model the Way—Find Your Voice and Set the Example. After you introduce the commitments and review the LPI items that relate to this practice, participants identify what people most admire in leaders and discuss the importance of credibility as the foundation of leadership. They then identify their personal values, examine the connection between clarity of personal values and commitment to an organization, and identify specific actions they can take to model the values they profess.

## ***Practice 2. Inspire a Shared Vision***

### **Module Objectives**

When participants complete this module, they will be able to:

- Describe at least three possibilities for the future of their organization that appeal to higher-order values.
- Clarify and express the higher meaning and purpose to which their constituents aspire.

- Engage others in conversation about their vision of the future for their organization.
- Show constituents how their long-term interests can be realized by enlisting in a common vision.
- Explain what actions they will take to enlist others in a common vision.

### **Module Overview**

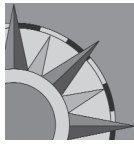
After introducing the two commitments of Inspire a Shared Vision—Envision the Future and Enlist Others—and reviewing the LPI items for this practice, you define a shared vision and play Martin Luther King, Jr.’s “I Have a Dream” speech as a superb example. Participants identify three themes in their lives and the higher-order values that give them meaning, then project these themes into the future. They examine the higher meaning and purpose to which their constituents aspire and learn how individual aspirations can be connected. As the closing activity for the module, participants begin to write the vision presentation that they will practice delivering at the end of the workshop.

### ***Practice 3. Challenge the Process***

#### **Module Objectives**

When participants complete this module, they will be able to:

- In the context of shared vision and values, question the way things are currently being done in their organizations.
- Set up a process for looking for new ideas outside the boundaries of their organization.
- Apply the concept of “small wins” to one of their leadership initiatives.
- Create a climate in which people are willing to take risks.
- State actions they can take to help others learn from mistakes.



## **Module Overview**

In this module, participants improve their capacity to execute the two commitments of Challenge the Process—Search for Opportunities and Experiment and Take Risks. A video example introduces participants to the commitments and the LPI items related to Challenge. Participants identify ways they can take the initiative in questioning the way things are being done in their organizations, and they learn to put change in the context of vision and values to make it meaningful. They discover that the most innovative ideas often come from outside of themselves and their organizations. Participants learn the concept of “small wins” and identify ways they can build a climate of learning from mistakes. If possible, they engage in an experiential activity that helps them understand what it takes to create a climate that is conducive to taking risks.

## ***Practice 4. Enable Others to Act***

### **Module Objectives**

When participants complete this module, they will be able to:

- Identify the actions leaders take that make people feel powerful and those that make them feel powerless.
- Describe several actions they can take to strengthen others in their organization.
- Determine how competent and confident members of their team are in being able to deal with the challenges they now face.
- Design one new method that promotes collaborative behavior in their organization.
- Write a cooperative goal for their team.

- Describe actions that hinder and actions that facilitate collaborative behavior.

### **Module Overview**

In this module, participants will learn the importance of involving others in getting things done. The module begins with an introduction of the commitments, Fostering Collaboration and Strengthening Others; a discussion about how to get people to believe that work matters; and a review of the LPI items related to this practice. Participants examine the impact that the behavior of others can have on our self-esteem and our desire to participate. Finally, participants will learn what they can do to develop cooperative goals and help team members feel more competent and confident.

### ***Practice 5. Encourage the Heart***

#### **Module Objectives**

When participants complete this module, they will be able to:

- Design an event that celebrates the accomplishment of one of their team's milestones.
- Create a variety of ways they can say "thank you" to the members of their team.
- Tell stories that recognize the contributions of others.
- Describe behavior that needs to be recognized.
- Given a specific situation, identify the most appropriate way of rewarding and recognizing an individual's accomplishments.

### **Module Overview**

This module focuses on the value of the LPI behaviors related to Encourage the Heart and helps participants identify the reasons they



are not engaging in those behaviors more frequently. Participants explore what it takes for recognition to be meaningful or special. Then they learn about the seven essentials that provide valuable “how-to” information for this practice.

## ***Committing***

### **Module Objectives**

When participants complete this module, they will be able to:

- Produce a plan for sharing their vision and values with their team.
- Produce a plan for discussing their leadership strengths and weaknesses (LPI) with the people who have given them feedback.
- Describe the actions they will take to improve as a leader in each of The Five Practices.
- Describe several actions they can take to continue their leadership development.

### **Module Overview**

This module, which closes the workshop, helps participants clarify and communicate their values and visions and identify actions they can take to continue their development as leaders. Participants summarize what they have learned about their leadership capabilities; select one leadership practice on which they will work for the next ninety days; review and revise the vision and values presentation they began in the Inspire a Shared Vision module, and then practice delivering that presentation to several of their colleagues; plan the way they are going to share their vision and values with their team;