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THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

OCTOBER 2011 NEWSLETTER

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When this year's esteemed panel of experts came together to select HR Magazine's Top 20 HR Most Influential International Thinkers for 2011, they compiled the definitive list of leading thinkers whose ideas and actions are shaping practices in HR around the globe. We celebrate both Barry Posner and Jim Kouzes for being named to this year's prestigious list. Congratulations!

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.

Stay in touch with The Leadership Challenge Community!

Follow us on Twitter [@TLCTalk](#).

Thoughts on the Model

From New York to Kenya—and beyond—educators are incorporating the practices and philosophy of The Student Leadership Challenge to help young people develop the leadership capacity necessary to achieve the extraordinary. And now fresh new student- and educator-focused resources are available to help further the mission of liberating the leader in students everywhere. [» More](#)

Tips and Techniques

A powerful tool to save consultants, trainers, HR professionals and others time, money, and valuable resources, the new online PfeifferCustom offers access to proven content—including The Leadership Challenge® Workshop—with the freedom to choose exactly what you need, combine with your own content, brand the packaging, and deliver a customized training program to meet any client's needs. [» More](#)

Ask an Expert

Micromanaging or facilitative leadership? Certified Master Stephen Hoel defines how to keep leaders focused on results, not on the means, by Enabling Others to Act and Encouraging the Heart to build relationships with constituents that result in a clear understanding of expectations and goals. [» More](#)

Rants and Raves

Placing the power of The Leadership Challenge within the context of competitive athletics, David O'Brien, writing for College Sports Business News, examines the practice, Model the Way, to demonstrate that coaches, administrators, directors and others must practice what they preach—especially when it comes to work-life balance—which sets the example for others to follow. [» More](#)

What We're Reading

“It's not enough for a leader to have a dream. A leader must be able to communicate the

vision in ways that encourage the people to sign on for the duration and excite them about the cause.”

—from *The Leadership Challenge, 4th Edition*

One Piece of Paper author Mike Figliuolo knows that a common challenge for all leaders is learning how to clearly and succinctly articulate their visions. Without an understanding of who you are, what you believe in, and where you’re trying to go, your constituents will be confused, uninspired, and unproductive. This is why Kouzes and Posner stress the importance of Inspiring a Shared Vision—communicating a shared vision and a leadership philosophy inspires followers to get to know you, learn to trust you, and want to work with you to make that vision a reality.

The problem is, figuring out what this vision of leadership actually looks like is often not so easy. Neither is finding a way to articulate it to others. Anyone can make a quick and thoughtless statement with all the things people want to hear. But, in his new book Figliuolo argues that forming an *authentic* vision of leadership is the only way to achieve trust, credibility, and clarity—and this requires deep thought and time.

One Piece of Paper provides leaders with a place to start in this immensely important process of reflection and articulation. Figliuolo asks critical, pointed questions—the way only an excellent teacher could—that prompt you to dig deep into your values, experiences, and motivations to examine what you’re truly all about. Providing thoughtful examples from professional case studies and his own self-discovery experience, the author guides the reader through the process of putting all of this reflection into words. By the end of this book, you will have produced a set of your own concise, powerful truths through which you can share your leadership vision with the world—all on one sheet of paper.

One Piece of Paper underscores the importance of knowing who you are in the practice of leadership—as well as in the practice of life. As Kouzes and Posner say, “The quest for leadership is first an inner quest to discover who you are,” and Figliuolo’s book is for people who are on that quest. If articulating your vision feels overwhelming or daunting, if your message has gotten lost in confusion and clichés, or if you simply don’t know where to start, it’s time to pick up *One Piece of Paper*. This book is a truly valuable resource for developing a clear and actionable sense of self. And the way I see it, with something this important, you can’t afford to not try.

Justine Palefsky is a member of the Pfeiffer editorial team. A native of San Francisco, she currently lives in Providence, RI, pursuing a B.S. in Cognitive Neuroscience at Brown University. She can be reached at jpalefsky@wiley.com.

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