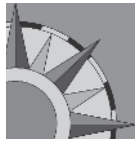




ORIENTEERING

“We all have to ask ourselves, ‘How do I go to work today and do something that will move the enterprise and myself another step in the right direction?’”

—Elaine Fortier, New Focus



PLACES WE HAVE NEVER BEEN

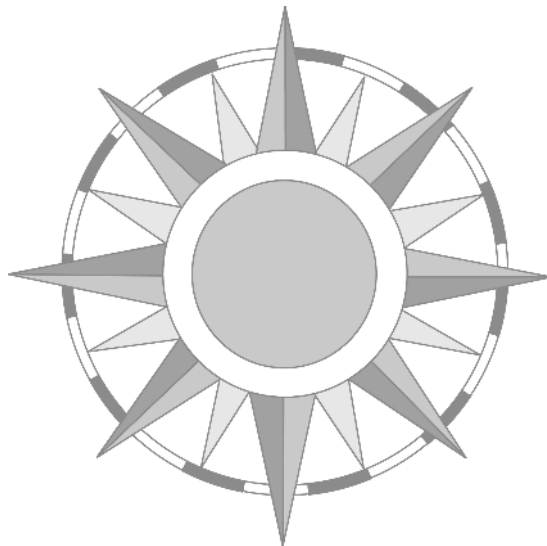
lead *to go; to travel; to guide*

We are all on our way somewhere else. We are all making the journey into a changed world called “the future.”

We never travel alone. We have to work together to make our dreams become realities. To make this journey successfully we will all have to become leaders.

This section is called Orienteering, after the sport that’s been called “the thinking person’s cross-country race.” In orienteering, participants use a compass and a map to set the best and fastest course through unfamiliar territory.

Leadership is a lot like orienteering. You’re expected to find your way through the unknown, and you’re expected to help others find theirs. You’re expected to *participate*. There are no spectators in orienteering, and there are no spectators in leadership. Everyone has an important role to play in charting the course to success.



ROVING LEADERSHIP

Max De Pree, retired Chairman and CEO of Herman Miller Inc. and author of *Leadership Is an Art*, talks about “roving leadership.” Roving leaders, he says, “are those indispensable people in our lives who take charge when we need them.” A roving leader can be anyone who chooses to rise to the occasion based on competence and willingness to take ownership of a problem.

While some leaders hold a position, roving leaders come forward when the situation calls for it.

Here’s an example of roving leadership. A customer has a heart attack while waiting in line at the bank. Who’s in charge? The bank manager? In all likelihood, a roving leader—a doctor, a nurse, or a bystander trained in CPR—will step forward. Another will call the ambulance. A third will move the crowd back. The situation doesn’t call for people with position or authority, but for people with knowledge and initiative.

We’re all roving leaders.

Notes

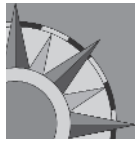
EXPERIENCE IS THE BEST TEACHER

In our research, we asked people how they learned to lead. According to our study and the findings of other researchers, there are three primary sources of learning:

How We Learn to Lead



Your Personal-Best Leadership Experience is your best lesson in leadership development. Experience—not course work—is the best teacher.



PERSONAL-BEST LEADERSHIP EXPERIENCE

In preparing for this workshop, you wrote about your Personal Best as a leader. Take a few moments now to review your notes and get ready to tell your story. Be prepared to hear about some extraordinary accomplishments from your colleagues.

1. **Share your Personal Best.** Take turns telling your stories. When it's your turn, summarize the story to capture the essence of the situation, the key actions, and the leadership lessons.

As you listen to your colleagues, take notes on the next page about what behaviors, attitudes, and factors seem to be the keys to the success of each leadership event.

2. **Discuss the stories.** When you've all told your stories, discuss the notes you've made. Share your observations, asking yourself:
 - What do the keys to "Personal-Best Leadership" seem to be?
 - What common elements run through the stories?

Use page 10 of this workbook to summarize the leadership actions and practices that were common to your group's Personal-Best stories.

3. **Make a flip chart summary.** List the 5–7 key common elements in your group's stories that contribute to Personal-Best Leadership. Post the page where all the workshop participants can see it.

LEADING YOUR LIFE

In today's fast-moving, complex world, leadership must be everyone's business. At work and home, church and school, we face new and difficult choices. We can't always wait until "the boss" is available to make decisions and take action. We have to be leaders ourselves.

As the saying goes, we "lead" our lives. We call on leadership skills, vision, and teamwork to balance our obligations, ambitions, and resources at work and in the wider world.

Throughout our lives, as we grow and learn and cope with the challenge of change, we don't do it alone. And as we call on others, we use the essential skills of leadership to pursue our goals.

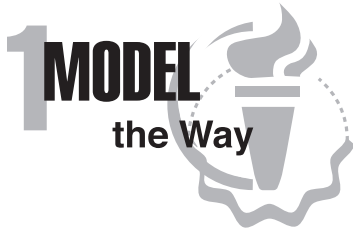
By studying times when leaders performed at their personal best, we were able to identify Five Practices common to most extraordinary leadership achievements. When leaders do their best, they Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart.

*"Leadership is the art of mobilizing
others to want to struggle for
shared aspirations."*

—Jim Kouzes and Barry Posner



THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®



- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.



- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

3 CHALLENGE
the Process



- Search for opportunities by seeking innovative ways to change, grow, and improve.
 - Experiment and take risks by constantly generating small wins and learning from mistakes.
-
-
-

4 ENABLE
Others to Act

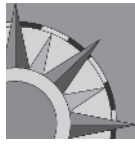


- Foster collaboration by promoting cooperative goals and building trust.
 - Strengthen others by sharing power and discretion.
-
-
-

5 ENCOURAGE
the Heart



- Recognize contributions by showing appreciation for individual excellence.
 - Celebrate the values and victories by creating a spirit of community.
-
-
-



THE LEADERSHIP PRACTICES INVENTORY

What does the LPI measure?

The LPI was developed to validate Jim Kouzes' and Barry Posner's findings from their Personal-Best Leadership case studies. Their goal was to assess the extent to which the behaviors would predict current and future leadership effectiveness. The research data from literally hundreds of thousands of people consistently shows that leaders who engage in the behaviors measured by the LPI are more effective and successful than those who engage in them less frequently.

When you completed the LPI, you used a ten-point scale ranging from “almost never” (1) to “almost always” (10) to indicate how frequently you engage in 30 leadership behaviors, six behaviors for each of The Five Practices. The ranking on one practice does not affect the ranking on any of the others.

The LPI provides information about your perceptions of your leadership behaviors; it does not evaluate your IQ, leadership style, management skill, or personality.

The research demonstrates that increasing the frequency with which you engage in the behaviors measured by the LPI—in other words, The Five Practices—will make you a more effective leader. That's a key objective for this workshop: Learning what The Five Practices of Exemplary Leadership® entail and developing your ability to comfortably engage in them more frequently than you are doing today.

For more about the research, visit www.leadershipchallenge.com.

SCORING YOUR LPI

1. Take out your LPI and transfer your score for each item to the corresponding item below. Add up the total for each Practice.
2. Graph your score for each Practice on page 18. In the vertical section for each practice, put a dot where your score falls. Then connect the dots.
3. Answer the questions on pages 19–21.

Question #	Model the Way	Score
11	I follow through on promises and commitments that I make.	<input type="text"/>
6	I spend time and energy making certain that the people I work with adhere to the principles and standards we have agreed on.	<input type="text"/>
1	I set a personal example of what I expect of others.	<input type="text"/>
21	I build consensus around a common set of values for running our organization.	<input type="text"/>
16	I ask for feedback on how my actions affect other people's performance.	<input type="text"/>
26	I am clear about my philosophy of leadership.	<input type="text"/>
Total		<input type="text"/>



Inspire a Shared Vision

- 2 I talk about future trends that will influence how our work gets done.
- 17 I show others how their long-term interests can be realized by enlisting in a common vision.
- 12 I appeal to others to share an exciting dream of the future.
- 27 I speak with genuine conviction about the higher meaning and purpose of our work.
- 22 I paint the “big picture” of what we aspire to accomplish.
- 7 I describe a compelling image of what our future could be like.

Total	

Challenge the Process

- 23 I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.
- 3 I seek out challenging opportunities that test my own skills and abilities.
- 8 I challenge people to try out new and innovative ways to do their work.
- 13 I search outside the formal boundaries of my organization for innovative ways to improve what we do.
- 28 I experiment and takes risks, even when there is a chance of failure.
- 18 I ask “What can we learn?” when things don’t go as expected.

Total	

ORIENTEERING

Enable Others to Act

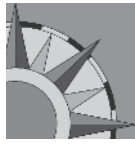
- 14 I treat others with dignity and respect.
- 24 I give people a great deal of freedom and choice in deciding how to do their work.
- 4 I develop cooperative relationships among the people I work with.
- 9 I actively listen to diverse points of view.
- 19 I support the decisions that people make on their own.
- 29 I ensure that people grow in their jobs by learning new skills and developing themselves.

Total	

Encourage the Heart

- 30 I give the members of the team lots of appreciation and support for their contributions.
- 5 I praise people for a job well done.
- 25 I find ways to celebrate accomplishments.
- 20 I publicly recognize people who exemplify commitment to shared values.
- 10 I make it a point to let people know about my confidence in their abilities.
- 15 I make sure that people are creatively rewarded for their contributions to the success of our projects.

Total	



GRAPHING YOUR LPI SCORES

Percentile	Model	Inspire	Challenge	Enable	Encourage
100	60	60	60	60	60
·	59	59	59	59	
·	58		58	58	
·		58			59
·	57	57	57	58	
·		56	56		58
·	56		55	57	
·	55	55			57
90		54	54	56	
·	54				56
·		53	53	55	
·	53				55
·		52			54
80		52	52	54	
·	52	51			53
·			51		
·		50		53	
70	51		50		52
·		49			51
·	50		49	52	
·		48			50
·			48	51	
60	49	47			49
·		46	47	50	
·	48				48
·		45	46	49	
50	47	44			47
·		43	45	48	
·	46				46
·		42	44	47	
40	45	41			45
·		40	43	46	
·	44				44
·			42	45	
30		39			43
·	43		41	46	
·		38	40	45	42
·	42				41
·		37	39	44	
20	41	36			40
·		35	38	43	
·	40				39
·		34	37	42	
·	39				38
·		33	36	41	
10	38	32			37
·	37	31	35	40	36
·		30			35
·	36		34	39	
·	35	29	33	38	33 34
·		28			32
·	34		31 32	37	31
·	33	26 27	30	36 37	30
·		25			29
·	31 32	22 23 24	28 29	34 35	27 28 29
·	28 29 30	18 19 20 21	24 25 26 27	31 32 33	25 26
1	22 23 24 25 26 27			24 25 26 27 28 29 30	22 23 24

MAKING SENSE OF YOUR LPI SCORES

Strengths

On which Practice did you score highest? This is the one with which you feel the most comfortable.

What do you think are your **strengths** as a leader? Which leadership behaviors are most comfortable for you to use? Why? How do you use them in your job?

Statement # ____.

Statement # ____.

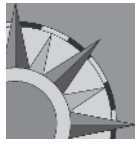
Statement # ____.

Statement # ____.

Statement # ____.

Statement # ____.

(Continued)



Opportunities

On which Practice did you score the lowest? This is the one with which you feel the least comfortable.

With your new and increased awareness about leadership, what are five or six specific leadership behaviors that you would like to engage in more frequently? Why?

Statement # ____.

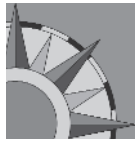
Statement # ____.

Statement # ____.

Statement # ____.

Statement # ____.

Statement # ____.



ORIENTEERING SUMMARY

At the beginning of any journey, it's critical to get your bearings. That's what we've done in this module. We've oriented ourselves to the landscape of leadership. We've also discovered that each of us has a Personal-Best Leadership Experience that provides a foundation for our development, taken a close look at our strengths and opportunities to improve, and identified some actions we can take to improve our leadership abilities.

Key Learnings

- Leadership is everyone's business.
- Leadership development is self-development.
- Leadership is a set of skills and abilities that can be learned.
- Leadership development is not an event; it's an ongoing process.

Time to Reflect

“How many leaders will one organization need? A lot, must be the answer, lots of them all over the place.”

—Charles Handy, author of The Age of Unreason