

THE LEADERSHIP CHALLENGE® WORKSHOP FREQUENTLY ASKED QUESTIONS

FOURTH EDITION

James M. Kouzes
& Barry Z. Posner



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Editor: Rebecca Taff
Manufacturing Supervisor: Becky Morgan
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WHAT IS THE LEADERSHIP CHALLENGE?

Backed by more than twenty-five years' of original research and data from over three million leaders around the world, The Leadership Challenge is a comprehensive suite of products, programs, and services proven to cultivate and liberate the leadership potential in every person, at every level, in any organization. Created by James M. Kouzes and Barry Z. Posner, whose internationally best-selling book, *The Leadership Challenge* (now in its fourth edition), first identified the powerful Five Practices of Exemplary Leadership®, this unique collection of leadership assessment and development tools approaches leadership as a measurable, learnable, and teachable set of behaviors that can become part of the everyday practice of getting extraordinary things done in organizations today.

WHAT IS THE LEADERSHIP CHALLENGE DESIGNED TO ACHIEVE?

Immensely practical and hands-on, *The Leadership Challenge* is designed to inspire, engage, and help participants develop the leadership skills needed to meet whatever leadership challenges lie ahead. The core curriculum is structured around seven components, including five independent modules that focus specifically on each of The Five Practices of Exemplary Leadership®. Each module describes the practice, reviews the *Leadership Practices Inventory* (LPI) items related to that practice, and ends with techniques that ask participants to reflect on how to apply what they have learned to a current leadership challenge of their own. With a plan of action in hand for taking the key learnings from the workshop back to the workplace, participants are prepared to implement these new leadership practices back on the job, beginning on Day One.

WHAT ARE THE BENEFITS OF THE WORKSHOP?

The comprehensive suite of assessment products and development tools, group activities, and individual exercises used in *The Leadership Challenge® Workshop* are all designed to help aspiring and accomplished leaders alike achieve their Personal Bests and improve their effectiveness in leadership roles. Upon completing the workshop, participants will be able to:

- Identify their leadership strengths and weaknesses.
- Clarify and communicate their fundamental values and beliefs.
- Set the example for others by aligning their actions with shared values.
- Express their images of the future.
- Inspire others to share a common vision.
- Search for opportunities to change and improve.
- Experiment with innovative ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply the lessons learned in the workshop to a current organizational challenge.

WHAT IS UNIQUE OR DIFFERENT ABOUT **THE LEADERSHIP CHALLENGE® WORKSHOP** APPROACH?

There is a fundamental truth about leadership that lies at the very heart of **The Leadership Challenge® Workshop** and sets this program apart from all others. That truth is: *leadership is everyone's business*. It is not a place or position. It is not a rank or title. And most importantly, it is not available only to an elite few. From the front lines to executive suites, leadership is a set of skills and abilities that can be learned by anyone with the desire and dedication to fully develop him- or herself, to achieve his or her personal leadership best, or to facilitate the development of others as leaders. This program's focus is solely on leaders—whether seasoned or new to the role—and their relationships with others.

In fact, “Leadership development is self-development” is the first of several principles that shape the design and delivery of **The Leadership Challenge® Workshop**. It informs the assessment tools, learning resources, and activities that are part of the program, which are all designed to help the individual leader discover what she or he can do to improve.

Essential concepts that form the core principles of the program include:

- Leadership is everyone's business.
- Leadership is a relationship.
- The best leaders are the best learners.
- It takes practice—*deliberate practice*—to become a better leader.
- Leadership is an aspiration and a choice.
- Leaders make a difference.

WHO IS THE WORKSHOP DESIGNED FOR?

No matter where individuals might be on their leadership development journey, anyone interested in becoming a more effective leader and learning to apply The Five Practices of Exemplary Leadership® to real-life challenges and opportunities will benefit from participating in **The Leadership Challenge® Workshop**: seasoned leaders as well as those new to the role; individual supervisors, managers, directors, and executives; and young people looking to enhance their leadership roles in school or in the community. From academia to government, healthcare to technology, faith-based to community advocacy organizations, **The Leadership Challenge® Workshop** has been designed to be accessible to as many leaders and pragmatically applicable to as many experiences as possible.

WHAT INDIVIDUAL COMPONENTS DOES **THE LEADERSHIP CHALLENGE® WORKSHOP** INCLUDE?

The Leadership Challenge® Workshop has seven modules:

- Orienteering
- Practice 1. Model the Way
- Practice 2. Inspire a Shared Vision
- Practice 3. Challenge the Process
- Practice 4. Enable Others to Act

- Practice 5. Encourage the Heart
- Committing

The opening module introduces the program and its key components, including The Five Practices of Exemplary Leadership® and the *Leadership Practices Inventory* (LPI) tools. A module for each of The Five Practices begins with a description of the practice and a review of the LPI items related to that practice, and ends with asking participants to reflect on how to apply what they have learned to a current leadership challenge of their own. The closing module helps participants identify specific actions for improving in one of The Five Practices and for communicating with their team and/or manager regarding their LPI feedback, their values, and their visions of the future.

HOW LONG DOES THE WORKSHOP TAKE TO COMPLETE?

A workshop of approximately two days (or sixteen hours) is ideal, as this original design has proven to be most effective in giving participants an in-depth understanding of The Five Practices and helping them identify the specific action steps required to become better leaders. However, when fewer than sixteen hours are available for training or in situations when you might have more time, *The Leadership Challenge® Workshop Facilitator's Guide* provides additional scripts and detailed agendas to accommodate different time frames.

Following a one-day agenda, for example, the focus is on providing an overview of The Five Practices of Exemplary Leadership®, providing participants the opportunity to do a quick assessment of their leadership strengths and areas for improvement, and working with them to set a goal for improving in one practice. If only one-half day is available, a sample agenda includes an overview of The Five Practices and activities to help participants think about how these apply to them. Additional suggestions also are provided in the Facilitator's Guide for expanding the workshop to three days.

Another option available for training under certain time constraints is to conduct a four-hour or eight-hour session around interpreting the LPI feedback. You can find a design for this type of training program in *The Leadership Practices Inventory Facilitator's Guide*.

WHY USE A SELF OR 360-DEGREE LEADERSHIP PRACTICES INVENTORY (LPI) FOR LEADERSHIP DEVELOPMENT?

Self-discovery and self-awareness are essential to developing our capacity to lead. A core component in that process is personal reflection and analysis of our own behaviors as leaders. Equally as valuable is insight and feedback from those around us who know us well, who have experience of us in our roles as leaders, and who are committed in their support of our personal development to provide honest input into the behaviors we exhibit to others. Combined, these essential perspectives provide invaluable insight into how we view ourselves as leaders, how others view us, and what actions we can take to improve our effectiveness.

Specifically, the LPI-Self assessment that is completed by workshop participants offers individuals a way of independently measuring their own leadership behaviors; the LPI-Observer assessment gathers important insight from bosses, co-workers, direct reports, and others who have direct experience of the individual leader in a leadership role.

WHY USE THE LPI WHEN SO MANY OTHER LEADERSHIP ASSESSMENTS ARE AVAILABLE?

Studies consistently confirm that the *Leadership Practices Inventory* (LPI) tools—whether the LPI-360, the LPI-Self, or the Student LPI—have very strong reliability and validity, making them one of the most widely used 360-degree leadership assessment instruments available today. More than 400,000 leaders and over one million observers have completed these assessments. Since the LPI was first used in 1985, more than 1.1 million respondent surveys have been analyzed to determine the relationships between a variety of measurable outcomes. In addition, more than four hundred doctoral dissertations and master's theses have used the LPI in their research. Ongoing analysis and refinements of the instrument continue.

While the LPI-Self assessment offers individuals an opportunity to evaluate their own leadership behaviors, the LPI-Observer tools generate 360-degree feedback from bosses, co-workers, direct reports, and others on an identical set of behavioral measures. Together, these results help guide participants in applying the acclaimed Five Practices of Exemplary Leadership® model, upon which the workshop is based, to develop a heightened self-awareness of their individual leadership behaviors and to create a plan of action to enhance their effectiveness as leaders.

CAN I USE THE WORKSHOP WITHOUT THE LPI OR THE LPI WITHOUT THE WORKSHOP?

If conducting a sixteen-hour or longer version of *The Leadership Challenge® Workshop*, the *Leadership Practices Inventory* (LPI) is an essential component of the design. We don't recommend conducting the program without using both the LPI-Self and the LPI-Observer assessments. Since leadership is truly in the eye of the beholder, feedback is an essential part of helping others learn how they are doing as leaders and coaching them in areas of improvement. If you are conducting an eight-hour program, the LPI-Self could be used alone as a way of introducing The Five Practices of Exemplary Leadership® model, followed with a strong recommendation that leaders obtain additional feedback from their constituents.

HOW MUCH PREPARATION TIME WILL IT TAKE TO FACILITATE THE WORKSHOP?

Although prep time will vary person to person—based on facilitation experience, familiarity with the workshop materials and the LPI, plus other factors—it could take approximately six to ten hours to plan, set up, and manage the pre-work required to deliver *The Leadership Challenge® Workshop*. To help streamline this process, the workshop Facilitator's Guide is a valuable resource that provides:

- Step-by-step instructions for planning and setting up a workshop; suggested agendas for various timeframes and situations; introductions to the workshop modules, The Five Practices of Exemplary Leadership®, and the *Leadership Practices Inventory* (LPI).
- A detailed script for conducting the workshop that may be used as is or modified to meet the unique needs of the individual facilitator and those of the participants.

- A comprehensive pre-work package, visuals, and activities for setting up and running the workshop.
- Supplementary information and suggestions for adapting the workshop, for example, for online delivery or in an academic setting, follow-up resources to extend the learning of the workshop, and valuable facilitator support.

In addition to preparing for the set-up and management of the workshop itself, other suggested steps essential to your success as a facilitator include:

- Read *The Leadership Challenge* (4th ed.) if you have not already done so. The Five Practices of Exemplary Leadership® that are an integral part of the workshop are fully explained, plus many great leadership stories you can use in the workshop are included, along with application activities and action steps for improving leadership behaviors.
- Become intimately familiar with the items on the *Leadership Practices Inventory* (LPI) and the LPI Feedback Report. Completing the LPI assessment yourself will help prepare you to respond more easily to participants' questions.

In preparing for your role as a facilitator of ***The Leadership Challenge® Workshop***, you are encouraged to take the time to make the workshop your own. In particular, bring in your own stories and experiences and encourage all participants to do the same.

DO I NEED ANY SPECIAL SKILLS OR CERTIFICATION TO FACILITATE THE WORKSHOP?

Although strongly recommended, certification is not required to facilitate ***The Leadership Challenge® Workshop***. There are many authorized service providers of *The Leadership Challenge* that offer facilitator training and certification, designed to help anyone become more proficient at delivery. These training events also provide an excellent opportunity to learn more about The Five Practices and to acquire valuable practice time with a Leadership Challenge Certified Master. To learn more about authorized service providers, visit www.leadershipchallenge.com.

ARE THERE ANY TOOLS OR PROGRAMS FOR FOLLOW-UP?

A core principle behind the design and delivery of ***The Leadership Challenge® Workshop*** is that effective leadership development is not an event but an ongoing process. As a result, dozens of opportunities are available for participants to connect with other aspiring leaders, attend follow-on workshops, stay in touch with authors Jim Kouzes and Barry Posner through their online blog, LeaderTalk, or receive monthly advice and practice techniques as a regular subscriber to *The Leadership Challenge* e-newsletter. A comprehensive library of books, videos, and other resource materials also is available online at www.leadershipchallenge.com.

In addition, both the Facilitator's Guide and the Participant Workbook offer a full range of resources to support leaders in continuing their development in The Five Practices following ***The Leadership Challenge® Workshop***, including:

- A list of recommended readings organized by The Five Practices.
- Guidelines for discussing LPI feedback after returning to the workplace.

- Detailed information about available workbooks, practice books, and development planners that support the deliberate, everyday practice of this powerful model in real situations in the workplace, in the community, and in the world.

Information on resources and workshops valuable to facilitators is also included:

- *The Challenge Continues Workshop*, designed to help facilitators extend leaders' knowledge of and experience with The Five Practices, especially those leaders who have been working to implement The Five Practices over the past nine to twelve months
- *Encourage the Heart Workshop*, which dives deeply into the fifth practice, Encourage the Heart, to help participants master the four essentials of this practice and become more caring and credible leaders
- *The Leadership Challenge Activities Book* brings together more than one hundred leadership activities—the best tools that trainers, facilitators, and consultants have created based on The Five Practice of Exemplary Leadership® over the past twenty-five years
- *The Leadership Practices Inventory Action Cards* engage participants in resolving challenges in new and creative ways. Each card features one of the thirty LPI behaviors.

ARE THERE ANY ONLINE COMMUNITIES OR PLACES TO FIND CASE STUDIES OR WHITE PAPERS ABOUT THE LEADERSHIP CHALLENGE AND LPI?

The Leadership Challenge website, www.leadershipchallenge.com, is rich in resources that can keep you informed, including case studies, white papers, product reviews and debuts, and a full schedule of upcoming workshops and programs. You'll find news about appearances by the authors, Jim Kouzes and Barry Posner, a direct link to their blog at LeaderTalk, and other venues on the Web where they are contributing to the ever-growing dialogue about what it takes to develop the effective leadership capacity we need in our organizations today. The very latest research—by the authors plus many others active in the field—is posted to this site as well. You can subscribe to the monthly *The Leadership Challenge* e-newsletter that offers workshop facilitators and leaders insight and practical techniques for getting the most out of The Five Practices model. Links to *Leadership Practices Inventory* (LPI) websites (www.lpionline.com) offer leaders and students online access to the full complement of LPI assessments and tools. And you will find early registration information on the annual Forum meetings that bring together talented leadership development colleagues from around the world to explore new ideas, the latest research, and practical learning tools to help aspiring leaders begin—or continue—on their leadership journeys.

HOW IS THIS NEW FOURTH EDITION OF THE LEADERSHIP CHALLENGE® WORKSHOP DIFFERENT FROM THE PREVIOUS VERSION?

Significantly more flexibility in delivery has been built into the design of this fourth edition of *The Leadership Challenge® Workshop*. Plenty of new material has been added. The use of electronic media, 24/7 online availability, and a more contemporary, fresh design of the materials have all come together to enhance both the look and the accessibility of these important resources.

NEW RESOURCES TO CUSTOM-DESIGN THE LENGTH OF YOUR PROGRAM

While a two-day design may be optimal for delivery of the workshop, The Facilitator's Guide for this fourth edition provides a variety of other options and valuable resources to support the program length and structure most appropriate for you and your situation, including:

- A one-day design that focuses on providing an overview of The Five Practices of Exemplary Leadership®, leading participants through a quick assessment of their leadership strengths and areas for improvement, and working with them to set a goal for improving in one practice.
- Resources for delivery of a half-day training, including a sample agenda that provides a very brief overview of The Five Practices and activities to help participants think about how each applies to them.
- Detailed suggestions for expanding the workshop to three days.
- Specific directions on how to approach and present all of the workshop materials in a modular fashion to add flexibility to the way you structure and deliver your program.

ENHANCED INTEGRATION OF THE FIVE PRACTICES

- A refocus and restructuring of some workshop content now more fully integrates The Five Practices with participants' real work challenges.
- Greater emphasis on follow-up activities and ongoing development underscores the essential "practice" theme that is so fundamental to the success of this workshop.
- Even more attention is placed on the thirty *Leadership Practices Inventory* (LPI) behaviors.

POWERFUL TECHNOLOGY ENHANCES ACCESSIBILITY AND CONVENIENCE

- All pre-work required of workshop participants is now available through a fully secure, technology-driven system that provides 24/7 access to the full complement of LPI assessment products and tools, adding efficiency and convenience for leaders and streamlined assessment administration for facilitators.
- All resources included in the Facilitator's Guide for this fourth edition are also available on a companion flash drive, ensuring portability and easy access to all materials.
- All Leadership Challenge case studies are now more easily accessible and searchable online at www.leadershipchallenge.com.

NEW MATERIALS, FRESH LOOK, IMPROVED DESIGNS

- *The Leadership Challenge Practice Book* is included in the workshop package for participants to help guide leaders through a variety of practice routines. Reinforcing the concept that effective leadership development is not a single event but an ongoing process, together these routines underscore one of the fundamental principles of The Leadership Challenge: becoming a better leader requires practice, practice, practice.

- *The Leadership Challenge Vision Book* is an additional workshop take-away that provides leaders with further guidance and instruction on the all-important process of working with their team, back on the job, to clarify the group's vision.
- Ten new video cases are part of this significantly revised and expanded fourth edition. Real leaders, in a variety of situations and settings, demonstrate how they live out The Five Practices in their work and lives.
- The fourth edition Facilitator's Guide is packed with ideas and sources of fresh video material to incorporate into the delivery of *The Leadership Challenge® Workshop*, including clips and links to dozens of video interviews, documentaries, movie clips, and amateur (but inspired) footage.

WHAT IS REQUIRED OF PARTICIPANTS AS PRE-WORK?

As part of the pre-work package issued to each workshop participant, the following materials—completed and returned to the facilitator prior to the start of the workshop—will help ensure that each leader is fully prepared to get the most out this powerful experience:

- The *Leadership Practices Inventory* (LPI) 360-degree assessment.
- Characteristics of an Admired Leader (CAL) survey in which participants identify the seven attributes (out of twenty) they most look for and admire in a leader.
- My Personal Best Leadership Experience worksheet helps leaders put into words a story to share that recalls a peak leadership experience.
- My Current Leadership Challenge worksheet asks participants to identify a real-life leadership challenge that will be the focus of their work during the workshop.
- What I Want to Accomplish worksheet asks participants to identify three to five specific goals they hope to achieve as a result of their participation in the workshop.

WHAT OTHER MATERIALS OR RESOURCES DO PARTICIPANTS NEED FOR THE WORKSHOP?

In addition to the completed pre-work materials submitted prior to the start of the workshop, a copy *The Leadership Challenge® Workshop Participant Workbook* and a set of Values Cards are required for each participant.

HOW DO I USE THE INCLUDED DVD?

The DVD included in the Facilitator's Guide features life stories and case study videos that can be used in a variety of ways to illustrate key learning points and stimulate discussion—either shared with participants during the workshop or in preparing to facilitate a workshop. These case studies present real leaders, in a variety of situations and settings, demonstrating how they live out The Five Practices in their work and lives. For example:

- **John Hope Bryant**, Operation Hope, Los Angeles, offers inspiration to aspiring leaders with his transformation from an inner-city childhood to leadership of a wide-ranging group of organizations that help people in poverty raise themselves up through financial literacy and personal development programs.

- **Sahira Abdool**, director and chief clerk, Municipal Court Administration Department in Houston, Texas, Models the Way as she shares her story of how she transformed staff morale and customer service practices, implemented professional development training, and overhauled communication systems across her organization.
- Authors **Jim Kouzes and Barry Posner** share the history and core principles of The Leadership Challenge, pitfalls and advice on The Five Practices, suggestions for presenting the *Leadership Practices Inventory* (LPI), and specific counsel for facilitators on delivering *The Leadership Challenge® Workshop*.

WHO ARE JIM KOUZES AND BARRY POSNER?

James M. Kouzes and Barry Z. Posner are preeminent researchers, award-winning writers, and highly sought-after teachers in the field of leadership. Jim is Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University. Barry is professor of leadership at Santa Clara University, where he served as dean of the Leavey School of Business for twelve years (1996 to 2009).

In books and workbooks, training materials and workshops, assessments and videos, Jim and Barry have been writing on leadership for more than twenty years, examining leaders, leadership, and leadership development from several points of view. Together, they are authors of the award-winning *The Leadership Challenge* (now in its fourth edition with over 1.8 million copies sold) plus other best-selling books that include *A Leader's Legacy*, *Credibility*, *Encouraging the Heart*, *The Leadership Challenge® Workshop*, *The Leadership Challenge Workbook*, and *The Leadership Journal*.

For more information about Jim or Barry—to contact them, view their speaking schedule and full biographies, or find out more about the entire library of leadership knowledge and tools they have authored—visit www.leadershipchallenge.com.

ABOUT PFEIFFER

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Mail: Electronic Product Sales, 10475 Crosspoint Blvd., Indianapolis, IN 46256

Fax: 317-572-4512

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