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Introduction

Leadership is everyone's business. Our research has shown that leadership is an observable, learnable set of practices. It is not something mystical and ethereal that cannot be understood by ordinary people. We believe that, given the opportunity for feedback and practice, those with the desire and persistence to lead can substantially improve their abilities to do so.

Many young people taking a leadership course for the first time already have more leadership experience than they realize. For example, they may have trained and supervised peers in an employment setting or volunteer activity, started a club, or captained a sports team. A leadership development survey is not only a means of learning leadership skills but also a way of discovering or examining the leadership experiences students may have had already.

The purpose of this *Facilitator's Guide* is to assist you in designing and conducting a leadership program based on the *Student Leadership Practices Inventory (Student LPI)*. Using this manual in conjunction with the *Student LPI*, you will be able to accomplish the following:

- Present a valid, understandable, and practical model of leadership for students.
- Provide reliable and useful feedback to students on their current use of a specific set of leadership behaviors.
- Conduct a workshop (from one hour to a half-day or full day) on leadership.
- Integrate the *Student LPI* into other leadership development programs.

The *Leadership Practices Inventory* was created as part of an extensive and continuing research project into the everyday actions and behaviors of exemplary leaders—at all levels, across a variety of organizational settings. Our book, *The Leadership Challenge*, provides a comprehensive explanation of the empirical and conceptual basis for the practices and behaviors that are the foundation

of this instrument*. The book offers numerous suggestions for improving skills in these practices and behaviors. Consequently, we strongly recommend that all facilitators read this book prior to conducting a workshop or program in which the *Student LPI* will be used. Students also benefit from reading the book, often as a follow-up to their workshop or classroom participation. Also available for students is *The Five Practices of Exemplary Student Leadership* article.

We wish you every success in your efforts to liberate the leader within each student.

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The Student LPI Components

Component	What It Is	Purpose
<i>SLPI-Self</i>	Student leader version of the thirty-item questionnaire for self-assessment of frequency of use of The Five Practices	Used by student leaders to rate themselves on the thirty leadership behaviors
<i>SLPI-Observer</i>	Observer version of the thirty-item questionnaire asking for constituent's assessment of a student leader's frequency of use of The Five Practices	Used by observers to rate student leaders on the thirty leadership behaviors
<i>SLPI Scoring Software CD-ROM</i>	Software program that enables facilitator or administrator to enter data from the <i>Student LPI</i> questionnaires and generate individual and group reports; also includes Power-Point versions of visuals from Appendix B and Appendix E of the <i>Facilitator's Guide</i>	Makes it easy to enter, retrieve, and store individual <i>Student LPI</i> data and reports and to track improvement over time. Provides masters of the visuals essential to the presentation of The Five Practices model and to guiding students through analysis and interpretation of <i>SLPI</i> data

* To purchase this book or for further information, contact Jossey-Bass, 989 Market Street, San Francisco, CA 94103; phone: (800) 274-4434. Or look on our website: www.theleadershipchallenge.com. *The Jossey-Bass Academic Administrator's Guide to Exemplary Leadership* provides an application of this framework to a higher education setting, useful for both staff and faculty leadership development.

Component	What It Is	Purpose
<i>SLPI</i> Feedback Report	The document produced by the <i>SLPI</i> Scoring Software that summarizes the data from Self and Observer questionnaires by practice, behaviors, and percentile ranking; also generates optional group and multiple administration reports	Provides student leaders with valid, reliable feedback on their leadership behaviors
<i>SLPI</i> Facilitator's Guide	A comprehensive guide that includes information about the development of the <i>SLPI</i> , descriptions of The Five Practices, an explanation of the <i>SLPI</i> Feedback Report, instructor scripts, and more	Provides detailed information to help facilitator design and conduct <i>SLPI</i> workshop
<i>SLPI</i> Student Workbook	A step-by-step workbook for students' use in <i>SLPI</i> workshop	Provides instructions, information, questions, and worksheets students use during a workshop to record their observation and interpretations while they analyze their Feedback Reports and to develop personal action plans following an initial feedback session
Student Leadership Planner	A comprehensive workbook that includes tips on best learning practices, developmental ideas for each of The Five Practices, along with progress recording and follow-up action planning guides	Provides a tool that student leaders can use after the <i>Student LPI</i> workshop to continue their learning and development on an ongoing basis
The Five Practices article	A monograph that presents a concise overview of The Five Practices, case examples, and overall thoughts on leadership	