

# THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about a climate in which people turn challenging opportunities into remarkable successes.

- ✓ A 2005 survey of 94 large companies discovered that those consistently applying the transformational leadership practices of The Leadership Challenge® over the previous 10 years achieved:
  - An average stock price growth of 204%
  - A net income growth of 841%

Organizations all over the world have benefited from this proven, research-based leadership development model created by Jim Kouzes and Barry Posner.

At its core are the 5 Practices of Exemplary Leadership® and the 360° assessment instrument, the Leadership Practices Inventory®

- ✓ Model the Way
- ✓ Inspire a Shared Vision
- ✓ Challenge the Process
- ✓ Enable Others to Act
- ✓ Encourage the Heart

Participants explore the five practices by complete the Leadership Practices Inventory and gaining 360 feedback.

Results are combined with most recent appraisal and the competency model so that each leader authors and implements their own Individual Development Plan

- ✓ Strengths are reinforced
- ✓ Development areas are identified and actions mapped

*"The Leadership Challenge® Workshop is the best and most relevant leadership workshop I've ever experienced. Be prepared to be 'Wowed!'"*

**—Jeff Kozyra, Center for Character Development, United States Air Force Academy**

### **Evidence-Based Leadership**

Backed by 25 years of original research and data from over 3 million leaders, The Leadership Challenge® is a leadership development program by bestselling authors Jim Kouzes and Barry Posner. Approaching leadership as a measurable, learnable, and teachable set of behaviors, this proven leadership model proclaims Leadership Is Everyone's Business.

The Leadership Challenge® Workshop is a unique, intensive, and highly interactive program that consistently receives rave reviews from attendees. It has served as a catalyst for profound leadership transformations in organizations of all sizes and in all industries. Participants experience and apply The Five Practices leadership model through video cases, workbook exercises, group problem-solving tasks, lectures, and outdoor action learning. Quite often we hear workshop attendees describe how The Leadership Challenge is more than a training event. In many cases they talk about how it changed their lives. It's a bold statement, we know, but we've watched it happen time after time, leader after leader.

### **Benefits & Outcomes**

If *people* are to become leaders, they must believe that they can be a positive force in the world. But some management scholars claim that leaders have little impact on organizations, that other forces—internal or external to the organization—are the determinants of success. Our evidence strongly demonstrates quite the contrary. Managers, individual contributors, volunteers, pastors, government administrators, teachers, school principals, students, and other leaders who use The Five Practices of Exemplary Leadership® more frequently are seen by others as better leaders. For example:

- They're more effective in meeting job-related demands.
- They're more successful in representing their units to upper management.
- They create higher-performing teams.
- They foster renewed loyalty and commitment.
- They increase motivational levels and willingness to work hard.
- They promote higher levels of involvement in Organizations.
- They enlarge the size of their congregations.
- They extend the range of their agency's services.
- They reduce absenteeism, turnover, and dropout rates.
- They possess high degrees of personal credibility.

In addition, people working with leaders who demonstrate The Five Practices of Exemplary Leadership® are significantly more satisfied with the actions and strategies of their leaders, and they feel more committed, excited, energized, influential, and powerful. In other words, the more people engage in the practices of exemplary leaders, the more likely it is that they'll have a positive influence on others in the organization.

## Workshop Design Principles

**"Leadership development is self-development"** is the first of several principles that shape the design and delivery of The Leadership Challenge® Workshop. In the design of leadership development programs, we believe that principles come before prescriptions. So before we talk about some of the practical details of the workshop, let's take a look at a few other basic concepts that inform the architecture of the program. Regardless of content, learning activity, or setting, here are a few important principles that help to shape all our designs:

### **Leadership is Everyone's Business**

Throughout our book, *The Leadership Challenge* (3rd ed.), we tell stories of ordinary people who've gotten extraordinary things done. We talk about men and women, young and old, from a variety of organizations, public and private, government and third sector, high-tech and low-tech, small and large, schools and professional services. Chances are you haven't heard of most of them. They're not famous people or mega-stars. They're people who might live next door or work in the next cubicle. They're people just like you. We focus on leaders like this because we firmly believe that leadership is about relationships, credibility, and what people do.

### **Leadership is a Relationship**

Leadership is a relationship between those who aspire to lead and those who chose to follow. Sometimes the relationship is one-to-many. Sometimes it's one-to-one. But regardless of whether the number is one or one thousand, leadership is a relationship.

### **Leadership is Learned**

It's nonsense to assume that leadership is genetic. There's no hard evidence to support that assumption, and worse, it dooms every one of us to accept our limitations as our destiny.

The truth is that leadership is an observable set of skills and abilities that is useful whether one is in the executive suite or on the front line, on Wall Street or Main Street. And any skill can be strengthened, honed, and enhanced if we have the motivation and desire, the practice and feedback, the role models and coaching, and the support and recognition.

### **Leaders Make a Difference**

In our classes and workshops we ask people to share a story about a Personal-Best Leadership Experience—a time when they set their own individual standard of excellence. From this exercise we hope they'll discover for themselves the practices of exemplary leadership. We have another objective as well—we want them to discover the power that lies within each one of us to make a difference.

## Approach

The Five Practices of Exemplary Leadership® resulted from an [intensive research project](#) to determine the leadership competencies that are essential to getting extraordinary things done in organizations. To conduct the research, Jim Kouzes and Barry Posner collected thousands of "Personal Best" stories—the experiences people recalled when asked to think of a peak leadership experience.

Despite differences in people's individual stories, their Personal-Best Leadership Experiences revealed similar patterns of behavior. The study found that when leaders are at their personal best, they:



### **Model the Way**

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.



### **Inspire a Shared Vision**

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



### **Challenge the Process**

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.



### **Enable Others to Act**

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.



### Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

## The LPI

The *Leadership Practices Inventory (LPI)*, a 360-degree assessment instrument which participants take as part of their pre-work for The Leadership Challenge® Workshop, serves two purposes: It allows us continuously to test our initial findings that The Five Practices model is a valid view of the world of leadership, and it provides a tool that helps leaders assess the extent to which they actually use those practices so that they can make plans for improvement.

The LPI is a questionnaire with thirty behavioral statements—six for each of The Five Practices—that takes 10 to 20 minutes to complete. Leaders complete the LPI-Self, rating themselves on the frequency with which they think they engage in each of the thirty behaviors. Five to ten other people—typically selected by the leaders—complete the LPI-Observer questionnaire, rating the leaders on the frequency with which they think they engage in each behavior. Respondents can indicate their relationship to the leader—manager, co-worker or peer, direct report, or other observer—but, with the exception of the leader's manager, all the observers' feedback is anonymous.

The LPI can be completed [online](#), or it can be completed in a paper-and-pencil version. Whether taken in a hard or soft format, the results are scored electronically and the system prints out a report that summarizes the results.

Our own and independent studies consistently confirm that the LPI has very strong reliability and validity. Today, it is one of the most widely used 360-degree leadership assessment instruments available. More than 250,000 leaders and nearly one million observers have completed it. Since the LPI was first used in 1985, we've analyzed surveys from more than 100,000 respondents to determine the relationship between The Five Practices and a variety of measurable outcomes. In addition, more than 250 doctoral dissertations and master's theses have used the LPI in their research. Ongoing analysis and refinements of the instrument continue.

The Leadership Practices Inventory (LPI) is the best-selling and most trusted leadership tool of its generation. Developed by Jim Kouzes and Barry Posner, the third edition of this celebrated instrument package approaches leadership as a measurable, learnable, and teachable set of behaviors. This 360-degree leadership assessment tool helps individuals and organizations measure their leadership competencies, while guiding them through the process of applying Kouzes and Posner's acclaimed Five Practices of Exemplary Leadership Model to real-life organizational challenges.

The newly revised LPI offers in-depth, precise results. The Scoring Software produces a detailed Feedback Report for each participant and has the capability to save data for score comparisons over multiple administrations. Designed to be user-friendly, the updated Participant's Workbook quickly takes participants to the heart and soul of their Feedback



## The Leadership Challenge

Report. And the new Leadership Development Planner was created to be used over several months of coaching sessions.

Anyone can learn to be an effective leader if they are given the right feedback and tools. Help others to discover their leadership potential with the LPI!

## THE IMPACT OF THE LEADERSHIP CHALLENGE

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Over its 20-year history, *The Leadership Challenge* has sold over one million copies and has been translated into 12 languages. The LPI is one of the most widely used leadership assessment instruments in the world. More than 350 doctoral dissertations and academic research projects have been based on The Five Practices of Exemplary Leadership® model.

### Client List

AC Nielsen  
American Management Association  
American Red Cross  
Australian Institute of Management  
Caterpillar  
Boeing  
Booz Allen Hamilton  
Carnegie Mellon University  
Cornell University  
Countrywide Financial  
Del Monte Foods  
FedEx Ground  
Frontier Airlines  
Harlequin Enterprises  
Harley-Davidson  
Herman Miller, Inc.  
Hewlett Packard  
Intel  
Met Life  
Nestle USA  
Network Appliance, Inc.  
Northrop Grumman  
Regis University  
Unisys  
USDA - Leadership Development Academy  
US Department of Treasury  
Vanderbilt University - Owen Graduate School of Management  
Wyeth Pharmaceuticals

**Your Strategic Guides**



**Ed Cohen** is a talent executive who has conducted business in more than 40 countries. He is the only chief learning officer to have led two companies (Booz Allen Hamilton and Satyam Computer Services) to the #1 rank in the ASTD BEST Awards. Cohen authored *Leadership Without Borders* (Wiley, 2007) and contributed to *The Next Generation of Corporate Universities* (Pfeiffer, 2007).



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