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PART I

COACHING TO IMPROVE THE FIVE PRACTICES

CHAPTER 1: ACCEPT THE LEADERSHIP CHALLENGE

In This Chapter

- Overview The Leadership Challenge® Model.
- Review The Five Practices of Exemplary Leadership®.
- Review The Ten Commitments of Leadership.
- Introduce how the *Leadership Practices Inventory* (LPI) supports The Leadership Challenge concept.
- Show the relationship between leadership and coaching.
- Present a way to use this book to coach others based on their LPI results.

Leadership and coaching go hand-in-hand. Both are relationship-based. The Five Practices of Exemplary Leadership® can easily describe the practices of an Exemplary Coach.

- A leader must Model the Way; a coach must be an excellent role model for leaders or other clients.
- A leader must Inspire a Shared Vision; a coach must co-create a personal vision with the leader.
- A leader must Challenge the Process; a coach must challenge the leader to try new behaviors and to hold the leader accountable to achieve results.

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- A leader must Enable Others to Act; a coach must enable the leader, at times confronting a lack of progress, sustaining during setbacks, and encouraging choices.
- A leader must Encourage the Heart; a coach must express confidence in a leader's ability and celebrate successful milestones.

As you can see there are many similarities. When we first envisioned this book, we imagined that there are

- Many individuals who want to be exemplary leaders but may not know how to develop themselves.
- People who have lots of knowledge about how to implement The Five Practices to be good leaders, but may not be sure about how to coach leaders who have busy schedules and may not have time to attend classes.
- Coaches who have lots of knowledge about how to coach others to improve their leadership skills, but who may not know about *The Leadership Challenge*, *The Five Practices*, or the *Leadership Practices Inventory*.

A Coach's Guide to Developing Exemplary Leaders was born of these premises. The book addresses these needs.

WHAT DO LEADERS DO WHEN THEY ARE AT THEIR BEST?

The Leadership Challenge and all of its subsequent products are based on continuing research that started in 1983. We asked thousands of people to complete a

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Personal-Best Leadership Questionnaire, which was developed to learn what people do daily to rally their people and inspire them to work toward a common future.

We conducted our research with an assumption that turns out to be important: We did not have to survey only the best leaders in the best organizations to identify best practices. We assumed that we would find success patterns by asking ordinary people to describe extraordinary experiences. We were right.

After initial research, we developed a personal-best leadership survey of thirty-eight open-ended questions such as:

- Who initiated the project?
- How were you prepared for this experience?
- What special techniques and strategies did you use to get other people involved in the project?
- What did you learn about leadership from this experience?

Over a four-year period, we conducted almost six hundred of these surveys and started to implement a shorter survey. Since then we have expanded the research and collected thousands of additional cases, including community leaders, student leaders, church leaders, government leaders, and hundreds of others in non-managerial positions.

Every person we spoke with had at least one leadership story to tell—stories that were rarely textbook cases, but instead were about ordinary people who engage in what has come to be known as The Five Practices of Exemplary Leadership®.

WHAT IS THE LEADERSHIP CHALLENGE MODEL?

The analysis of the personal-best surveys revealed an interesting phenomenon. Even though the individuals' recollections of their peak leadership experiences were all different, all of them engaged in similar practices. We developed a model of leadership that consists of The Five Practices of Exemplary Leadership® we identified earlier:

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

The research led us to write our first book, *The Leadership Challenge*, now in its fourth edition, and to develop a quantitative 360-degree instrument, the *Leadership Practices Inventory* (LPI), to measure the five leadership practices. *The Leadership Challenge* has sold over 1.5 million copies and has been translated into numerous languages. The LPI is one of the most widely used leadership assessment instruments in the world. More than three hundred doctoral dissertations and master's theses have been based on The Five Practices of Exemplary Leadership® model.

THE FIVE LEADERSHIP PRACTICES

Let's review The Five Practices.



Model the Way

Leaders know that to gain commitment and to win respect they need to become exemplars of the behavior they expect of others. Excellent leaders need to identify and articulate their personal values—what they represent. People follow people, not words on paper, so leaders must demonstrate that they stand behind their values and demonstrate that they mean what they say with action. The principles that leaders establish, espouse, and live become the standards of excellence for others to follow. The leader who sets an example creates a situation making it easier to build consensus on shared values no matter what the climate. The excellent leader is clear about his or her values and principles because he or she asks for feedback about his or her actions.



Inspire a Shared Vision

A vision is not about a statement; it is about the shared dream of the future. Leaders envision the preferred future, creating an ideal image of the organization or project. They get others behind the vision by vividly expressing their passion. Leaders are able to bring their vision to everyone's level, breathing life into other individuals' hopes and dreams. This strengthens the individuals, strengthens the team, and strengthens the vision. When leaders believe that they can make a difference, others see that the vision can be for the common good of all involved. Excellent leaders incorporate the higher meaning of their work into

the vision. This alignment helps others align with the team, the work, and the organization.



Challenge the Process

Leaders look for ways to improve processes, for better, faster, less-expensive ways to get the work done, and they encourage the strength of the team to do it. Leaders make certain that the improvement process has a strong chance of success by helping to develop a logical plan of actions and milestones that incorporates dates, goals, and accountability. Leaders challenge themselves to ensure that they grow and learn. They invariably must experiment and take risks on their way to innovative improvement ideas. This means, of course, that leaders learn from their mistakes and blunders as well as from their successes and triumphs, making it possible for the rest of their team to do the same.



Enable Others to Act

Leaders foster collaboration through the use of excellent interpersonal skills. Developing cooperative relationships, treating others with dignity and respect, and trusting people to do what they say they will builds individuals' self-confidence and capacity to accomplish the team's work. Leaders show respect for others when they consider diverse viewpoints. Leaders involve others in making decisions about how to do their work and they support the ultimate actions. These actions build cooperation across

the team. When leaders empower individuals in this way, they ensure that people grow in their jobs, ultimately empowering the entire team.



Encourage the Heart

Leaders bring hope and satisfaction; they bring encouragement and support; and most of all they bring praise and appreciation. People will accomplish extraordinary things when they know someone cares and appreciates their dedication. Leaders recognize the contributions that individuals make; they celebrate the accomplishments that teams make. Leaders begin by showing confidence in individuals' actions. They then continue by praising individuals for both a completed job as well as for achieving small increments along the way. They celebrate creatively, celebrate sincerely, and celebrate often.

THE TEN COMMITMENTS OF LEADERSHIP

Driving The Five Principles are The Ten Commitments of Leadership. It isn't enough—not by a long shot—to list five principles that a leader will follow. The leader must also identify behaviors that support and demonstrate the principles on a daily basis.

Let's briefly review each of these commitments and how leaders are able to demonstrate each.

THE TEN COMMITMENTS

Model the Way

1. Clarify values by finding your voice and affirming shared ideals.
2. Set the example by aligning actions with shared values.

Inspire a Shared Vision

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

Challenge the Process

5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
6. Experiment and take risks by constantly generating small wins and learning from experience.

Enable Others to Act

7. Foster collaboration by building trust and facilitating relationships.
8. Strengthen others by increasing self-determination and developing competence.

Encourage the Heart

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

1. Clarify values by finding your voice and affirming shared ideals.

Leaders must ask themselves, “What do I stand for? What are the principles that guide me in my day-to-day work and keep me here in this job, doing this work, and supporting these people?” Once affirmed, leaders must act out their values, demonstrating what they mean. One of their favorite actions is to engage people in a dialogue about shared values.

2. Set the example by aligning actions with shared values.

Leaders continue to demonstrate their ideas by aligning their actions in everything they do or say. Then they take actions to ensure that their team members understand what is expected of them and how to implement this commitment. When this is achieved the team’s unity leads to shared values. A leader can encourage this by reinforcing behaviors that are consistent with his or her espoused values.

3. Envision the future by imagining exciting and ennobling possibilities.

Developing the capacity to envision the preferred future is a skill that must be both modeled and taught to team members. The leader can reflect on the past, attend to the present, and consider the future, but the leader must also identify the burning passion that will carry the team into the future. Leaders must ask their team members what is motivating them to work toward the vision and to identify their aspirations.

4. Enlist others in a common vision by appealing to shared aspirations.

Leaders listen deeply for how to help team members find a spot for themselves in the future vision. They show team members how they have a role in achieving the exciting shared vision. Leaders create a vision that people can see when they use passionate, visual words that create a clear picture. Leaders must describe their vision and inquire about team members' clarity and desire to take part.

5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Leaders keep their eyes and ears open to predict what's on the horizon. This entails looking outside the department and outside the organization. It requires that leaders establish relationships and connect with many sources of information. It also means that leaders must bring their people along by helping them to identify the opportunities that may strengthen the team and the organization. Leaders challenge their team members to find new approaches to old problems.

6. Experiment and take risks by constantly generating small wins and learning from experience.

Experimenting and taking risks is the only path to making innovative improvement. This means that there

may be false starts or errors along the way. Even so, leaders cannot give up the opportunities that come with innovation. Leaders can do two things to temper this dilemma. First, they can look to small wins as stepping stones to the ultimate goals. Second, they can celebrate the errors by identifying what the team learned.

7. Foster collaboration by building trust and facilitating relationships.

Leaders create a climate of trust and build relationships by making the first move. Leaders must trust their team if they want the team to trust; they must take steps to build personal interactions if they want the team to do the same. This means that the leader must get out and walk around, talking to team members, finding out about them, and genuinely being interested in them as people, not just as employees. Leaders need to find creative ways to get people to interact on both a personal and professional basis.

8. Strengthen others by increasing self-determination and developing competence.

Leaders develop self-confidence and competence. The two traits are self-perpetuating. The more competent team members are, the higher their self-confidence will be. The higher the team members' self-confidence, the greater the likelihood that they will take a chance at increasing their skill sets. This is a win for everyone

involved: individuals become better at what they do, the team becomes stronger, and the leader can increasingly rely on the team to achieve success.

9. Recognize contributions by showing appreciation for individual excellence.

Leaders have a winner's attitude, that is, they believe that people are interested in doing their best in all they do. Thanking people for a job well done, sending a note of appreciation, recognizing someone for living the values—are all easy to do. However, building employees' belief that they can achieve more tomorrow than they are achieving today is the big win for leaders and team members.

Leaders find opportunities to sincerely show appreciation for team members' accomplishments.

10. Celebrate the values and victories by creating a spirit of community.

Leaders bring people together to celebrate big and little wins. Celebrations perpetuate a corporate spirit of belonging to something greater than one's own being.

Leaders find opportunities for celebratory events.

Celebrations that link rewards with performance are a powerful way to reinforce achieving the vision. Leaders are successful at this commitment when they find ways to have fun together as a team and make celebrations a part of the team's atmosphere.

These Ten Commitments are more than an action list for aspiring leaders. They are a reminder of the commitment

and the responsibility everyone has in the challenging position we call leadership. Leaders need to be aware of how well they are doing with their own leadership commitment. The *Leadership Practices Inventory* can provide that feedback.

HOW DOES THE *LEADERSHIP PRACTICES INVENTORY* SUPPORT THE LEADERSHIP CHALLENGE CONCEPT?

The *Leadership Practices Inventory* (LPI) is one of the best-selling and most trusted 360-degree leadership assessments available on the market. The instrument approaches leadership as a measurable, learnable, and teachable set of behaviors. This leadership assessment helps individuals and organizations measure their leadership competencies by providing a structured means of collecting and processing data based on The Five Practices.

Research shows that gathering 360-degree feedback is the first important step to improving performance and making behavior changes over time. The ratings are collected anonymously, with the exception of supervisor ratings, since most people have only one boss. The assessment of strengths and development needs is more reliable and valid because the individual receives input from multiple raters: him- or herself, supervisors, peers, direct reports, and others. Personal biases are significantly decreased by collecting feedback from individuals who have different relationships with the individual. Based on

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the collected data, the LPI delivers in-depth results with a detailed feedback report for each participant.

It is essential that the feedback report and scoring results be shared with the individual in a one-to-one or group setting that is led by a facilitator. The facilitator can assist individuals to:

- Make sense of the data and not become overwhelmed.
- Recognize the value and significance of the feedback and that their behavioral changes could make a difference.
- Trust that the feedback is both valid (it makes sense and results can be predicted based on other data) and reliable (statements are correlated and re-test results would be similar).
- Plan for the next steps.

The LPI Online has the ability to save data for future use so that leaders can compare their scores over multiple administrations.

Once individuals receive their feedback, they are ready for tools, techniques, and knowledge to begin to make changes and increase the frequency of behaviors identified on the LPI. The LPI helps individuals to discover their leadership potential by providing them with the skills to master The Five Practices. Individuals can improve their skills by working on their own, attending additional LPI training sessions, or working with a coach.

If participants are working on their own, they may wish to use two of the interactive Leadership Challenge

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products. One of the tools is a user-friendly *LPI Participant's Workbook* that takes participants to the heart and soul of their feedback results. A second tool is the *Leadership Development Planner* that was created to use over several months of coaching sessions. There are also numerous books, such as *The Leadership Challenge*, *Encouraging the Heart*, *A Leader's Legacy*, *The Leadership Challenge Workbook*, and *Credibility*, that will enhance knowledge.

A new tool, The Leadership Challenge Friday5s, provides the participants with an opportunity to follow up and further strengthen the lessons learned after any Leadership Challenge workshop. The ten-week, web-based program is a way for participants to apply their goals back at work. Friday5s provides bi-weekly updates that enable participants to reflect and document key actions and results towards goal completion. Friday5s delivers just-in-time content updates targeted toward the participant's goal of focus, peer and manager coaching, and a community of practice with other participants who attended the online program. (The Friday5s program can be purchased through the Fort Hill Company, www.forthillcompany.com.)

If you are a facilitator or a coach, there are products for you to help leaders too, including facilitator's packages and facilitator's guides for The Leadership Challenge® Workshop and LPI Workshops. In addition, *The Leadership Challenge Activities Book* delivers more than one hundred activities that can be used in a classroom, online, or adapted to one-on-one coaching.

HOW TO USE THIS BOOK

In addition to the suggestions above, coaches using the LPI can turn to the rest of the chapters in this book for support. The book is divided into two distinct parts. Part I, *Coaching to Improve The Five Practices*, is written for experienced coaches who have their own coaching processes and are looking for ideas (questions, activities, books, or other resources) they can use with clients who have completed the LPI. Chapters 2 through 6 supply dozens of ideas to help your leader improve and increase the frequency of the behaviors that support The Five Practices.

Each chapter represents one of The Five Practices. It begins with a brief review of the practice, its two commitments, and its four essentials. Each of the six items in the *Leadership Practices Inventory* (LPI) that relate to the chapter's practice are listed (items are numbered and listed in the order as they appear in the LPI to make it easy to locate). You, the coach, will determine which items to address based on your client's feedback.

After each LPI item, you will find suggestions for:

- Questions you can ask your clients to initiate discussion or to delve into their philosophy about the practice and/or the LPI item.
- Activities created for a coaching situation. There are many more activities than you would ever use with one person. Work with your client to identify one that will be most useful. Even better, have your clients create their own after you present some possibilities.

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At the end of each chapter we provide:

- A resource list that includes books, articles, websites, and blogs for you or your client to use.
- A section titled “How the Coach Models This Practice,” which serves as a reminder about what you must do to be a positive, proactive model for your client.

Remember, the value of these activities and discussion questions is not in the doing, but in the follow-on discussion with you, the coach. Be sure to allow time to discuss the “so what” and the “now what” that occur as a result of any discussion or activity.

Part II, Improve Your Coaching Competence, provides an overview of coaching. It is written for someone who is familiar with The Leadership Challenge® Model, but wants to learn more about coaching. Chapter 7 presents an overview of coaching, and Chapter 8 allows coaches, new as well as experienced, to assess their coaching skills and to add knowledge and ideas for how to improve their skills. Chapter 9 lays out a coaching process that will show you how to take your leader from feedback to success. Chapter 10 addresses what to do when things go wrong, and Chapter 11 helps you coach yourself to greater heights by providing ideas to improve your skills as a coach as well as knowledge about The Leadership Challenge® Model.

Coaching leaders is a noble task. The only thing this world needs more than excellent leaders is excellent coaches to rally, inspire, and accompany them on their journeys.

